

728 4 1936
FEBRUARY 1, 1936
TWENTY CENTS

Sales management

**A Study of Per Capita
Food Purchases in 93
Major Markets**

**Salesmanship Needs
More Demonstrations** ✓

BY W. E. HOLLER
*General Sales Manager
Chevrolet Motors*

**How Norge's Dealer
and Consumer Study
Guides Sales Plans**

BY JOHN H. KNAPP
*Vice-President in Charge of Sales
Norge Division, Borg-Warner*

THE MAGAZINE OF MODERN MARKETING

INDUSTRY'S RAW MATERIALS

Pages of Manufacturers' Materials*
Advertising placed in magazines—

1933	Pages	1934	Pages	1935	Pages
Time	46	Time	103	FORTUNE	152
Nation's Business	30	FORTUNE	84	Business Week	124
Business Week	26	Satevepost	70	Time	114
Satevepost	24	Nation's Business	54	Atlantic Monthly	73
FORTUNE	18	Business Week	54	Nation's Business	56

Figures from Publishers' Information Bureau

*Companies that are selling steel, copper and other metals and raw materials have made FORTUNE first because of the effectiveness with which its large well-read advertising pages reach the key men in business and industry.

FORTUNE

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IN 1935

THE CHICAGO DAILY NEWS

PRINTED

OVER A MILLION LINES MORE

TOTAL DISPLAY ADVERTISING

THAN ANY OTHER CHICAGO

NEWSPAPER

MORNING EVENING OR SUNDAY

Authority: Media Records, Inc.

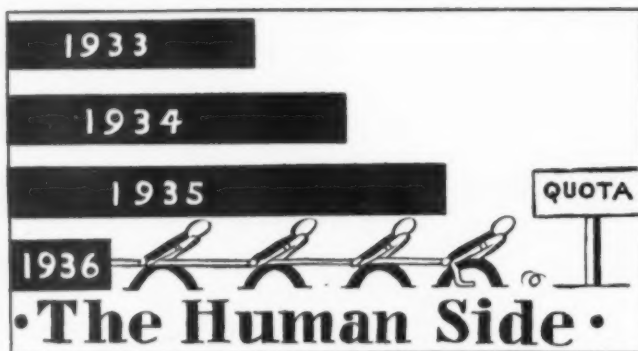
The Chicago Daily News does not accept liquor advertising or objectionable medical and financial copy. During 1935 the other Chicago newspapers printed over one million nine hundred thousand lines of advertising not acceptable to this newspaper.

THE CHICAGO DAILY NEWS

-Chicago's Home Newspaper

GEORGE A. McDEVITT CO., National Advertising Representatives, NEW YORK—CHICAGO—PHILADELPHIA—DETROIT—SAN FRANCISCO
FEBRUARY 1, 1936

[125]



A Lift for Mr. Howard

The limits to which testimonial advertising may go are suggested in the current edition of George White's "Scandals," now playing on Broadway.

Willie Howard, for some reason or another, is about to be electrocuted. The Lucky Strike people offer to pay him a substantial sum for his last words, provided they are favorable—something, preferably, involving the "It's toasted" slogan. Willie accepts.

Going through "the Little Green Door," however, he becomes nervous. Getting adjusted in his final seat, he becomes more nervous.

When asked if he would like to say a few last words, he gets his sponsors mixed.

"Gentlemen," says Willie, "if I could get out, I'd walk a mile for a Camel."

Shave the Surface

A chance visitor to the men's washrooms of the Standard Safety Razor Corporation, at East Norwalk, Connecticut, would get a shock. At one time or another during the day the whole staff shaves there. They do not have unusually prolific jowls which must be scraped twice a day. They are merely acting as testers of the firm's product.

Four years ago Ralph P. Fahey, vice-president, wanted to find out exactly what shavers thought of the Rio "five-for-fifteen" blade. He asked men in the plant to reverse the normal order of the toilette and shave at work instead of at home. Time off was given, and members of the "Rio Shaving Club" were supplied with run-of-production blades. They could use any kind of soap or cream, brushless or otherwise, and any kind of razor. They were asked to keep accurate records of pull, endurance, sharpness and feel of the dewhiskered epidermis.

Mr. Fahey pored over these records with loving attention. Among the club members, he knew, were sandpaper chins, downy fledgling mustaches, scrubbing brush bristles, faces "all wrinkled and toilworn with care," and all the degrees between. In short, a fair sample of the masculine mug. Yet, while the sample was probably typical, it was not large. The shaving club was expanded to include salesmen traveling for the company and jobbers handling Rio blades.

In the four years since, the club has grown to 1,000 members living in every section of the United States. They lather and scrape in Pullmans, hotels, tourist camps, homes and offices; they use all sorts of razors, soaps and waters in widely varying climates. Twice a month they get a report card and two Rio blades.

From these carefully tabulated reports the factory is able to check on blades' performance and to make suggested changes. A better product and more sales have followed. The idea looks rather keen; perhaps it will suggest adaptations and variations to sharp salesmen in other lines.

Bissextile

This is Bissextile or Leap Year according to the *Old Farmer's Almanack* "and (until July 4) 160th of American Independence." That publication should know, for since 1793 it's been telling citizens along the Atlantic Seaboard all about the calendar, the heavenly bodies and "a variety of new, useful and entertaining matter."

Little, Brown and Company, Boston, are the latest publishers of the *Almanack* which Robert B. Thomas founded. In spite of its great age, the farmer's calendar is spry and alert to events in this streamline-and-cellophane age. The contents include "A Few Facts About Flying," laws and regulations relating to the operation of automobiles, and "Helps for Parents" in training children to "reasonable obedience." Each of these would have flabbergasted if not kerflummoxed Mr. Thomas.

The title page says "sold by Booksellers and Traders throughout New England and Atlantic States." In fact, reports Little, Brown, the American News Company is the principal sales agent; Woolworth also sells a lot at 15 cents. Three editions—New England, Atlantic and one for the State of Maine—total 300,000.

Farmers are not the only ones to consult the *Almanack*. City folks refer to it for tides and weather information. Last Summer a hostess on Cape Cod who was planning a garden party called the *Almanack* office weeks ahead to find out what weather she might expect. Authors find it convenient to fix moonlight and weather in their stories with the *Almanack's* aid and so avoid mistakes.

Unless people lose all interest in eclipses, perihelions, the date of Septuagesima Sunday, and "Poetry, Anecdotes and Pleasantries" (which seems unlikely) the *Old Farmer's Almanack*, "calculated on a new and improved plan," will probably be appearing for another 144 years.




Admiral's Commission: Not shown in this cut are the title of the damsel's book, "What Every Young Mermaid Should Know," and the roughish mammal on the official seal.

Esso's Navy

If everybody who ever had anything to do with former Governor Ruby Laffoon of Kentucky could thereby become a Kentucky Colonel, reasoned Russell T. Bedford and Dr. Seuss, why could not a few Admirals be created to give the navy a break?

In this case, there were certain promotional grounds for the inquiry. Mr. Bedford is in charge of marine activities for Standard Oil Company of New Jersey. Dr. Seuss (*nee* Theodor Geisel) is an artist who gained fame, among other ways, for doing certain grotesque quick-Henry-the-Flit bugs for Esso's affiliate, Stanco, Inc.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. February 1, 1936. Volume XXXVIII. No. 3.



We don't
think much of
Sales Management

... as a fiction magazine. But we have decided to tell our story here, just the same. That's because we think pretty highly of Sales Management as a business paper, as a medium for reaching buyers of advertising ... and because we like to believe that our story will contribute something to the welfare of its readers, especially if they are looking for larger sales in New York.

From now on and for some time to come, therefore, you'll find our story at regular intervals in Sales Management. If you read it, as we hope you will, you'll find some interesting facts about New York, a town we happen to know pretty well ... about the newspapers that serve this metropolis ... about the kind of people who read The American ... about our large, highly concentrated circulation ... our strong home appeal ... our strength among New York's active, spending families ... our ability to produce for advertisers ... and a lot of other things you ought to know if you want to do a real selling job in New York.

This, you may have gathered, is an introduction. The first chapter of our story will be in the February 15th issue of Sales Management.

NEW YORK AMERICAN

A POWERFUL SALES FORCE IN THE WORLD'S GREATEST MARKET

SALES management

Vol. XXXVIII. No. 3

February 1, 1936

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EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; E. W. DAVIDSON, News Editor; M. E. SHUMAKER, Desk Editor; F. L. SULLIVAN, Production Manager.

ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, MAXWELL DROKE, RAY B. PRESCOTT, L. R. BOULWARE, FRANK WAGGONER.

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The thirty-first annual national Motor Boat Show was coming up, at Grand Central Palace, New York, January 17-25. A great variety of pleasure craft, from 40-foot cruisers to canoes, were to be presented with customary seriousness. There would also be the customary serious exhibits of accessories and oil.

Esso, which likes to get as much grease and oil business as possible on sea, as on land, decided this year to tackle the exhibit problem un-seriously. Dr. Seuss supervised the construction of a most grotesque boat.

To all bona fide boat-owners who paused to laugh at this boat (which would hardly go, even as an animated exhibit) Essomarine offered the opportunity to become an Admiral. In Esso's navy there were to be only Admirals. Dr. Seuss was to be Chief Admiral.

In the first four days of the show some 70 boat-owners applied. Among them were H. R. Sutphen, president, and Ira Hand, executive head of the National Association of Boat & Engine Manufacturers, sponsor of the show. Vincent Bendix was an early admiral. So was George W. Codrington, president of Winton Engine Company.

By the time the boating season gets busy in the Spring Esso expects to have quite a flock of them. Then Esso's dealers will hold get-togethers with Admirals in their vicinity for formal presentation of commissions. The commission commends the holder for his "preservation and protection of the Kangaroo fish" and "promotion of the concrete life preserver," and entitles him "to all courtesies due his rank from mermaids, clam diggers, lobster pot pullers and wild dinghy tamers."

It also entitles him to all the honors befitting an Admiral in the Seuss Navy at the various marine filling stations of the Standard Oil companies of New Jersey, Pennsylvania, Louisiana, Ohio, Kentucky and several others which sell these products.

We got to wondering whether the Kentucky Governor could not have helped his business more if he had insisted that every Colonel take home a quart of bourbon.

The Elephunts Are Coming!

Everybody loves a parade. This fact struck two Beech-Nut big-shots and their advertising brainstormer one day as they all stared out a New York office window, groping for an advertising theme. The Macy store parade of gargantuan, gorgeous, grandiose inflated rubber figures came by. Crowds gaped. Flash! An idea! Why not turn Beech-Nut full-pages into circuses? It was done. Beech-Nut packaged products appearing in four colors as clowns, trapeze artists, and bareback riders did their stuff all over a page in many magazines. That started more than a year, ago.

Now the Beech-Nut circus "comes to life." The little figures of Beech-Nut gum and candy parade city streets with the sound of blaring bands. They cavort under their "big top." They amaze. They dazzle. They stagger the very imagination . . . all within a big, glass-sided Reo truck. Miami saw them first on January 17. Nearly every other city will see them this year. For Beech-Nut's first "animated lilliputian circus" is on tour—with press agents, newspaper space, girls to give away samples . . . everything.

The truck starts its parade through a city's street at 10 A.M. and keeps it up all day. Band music recorded by circus bands pours from powerful loud speakers. The cavalcade stops wherever a sidewalk crowd can assemble—a timetable of stops often is advertised in advance. The driver presses a button. The power unit geared to all the little figures inside the great glass truck goes to work. A parade of bands, clowns, animal cages—even a hooting and gasping calliope—runs around a track surrounding the tanbark rings. Follow 10 minutes of ground and lofty tumbling, bareback riding, clown tricks and trained animal stunts before the truck moves on.

Everybody seems interested, from kids to tycoons. Kids are having a tough time getting through the tall adults. They are reported to be developing a new technic for "crawling under the tent." What effect it all has on Beech-Nut sales remains to be seen. But everybody *does* love a parade.

Significant Trends

As seen by the Editors of *Sales Management* for the fortnight ending February 1, 1936.

The Bonus and Business

It looks as though the seasonal business peak will be set ahead further than normal this Spring by increased home construction—and then will be followed by a bonus boomlet during July and August. Veterans will be able to cash their certificates after June 15 and their spending will tend greatly to level out the business curve this year.

● ● ● Latest estimates are that three-fourths of the veterans may cash their bonus certificates before the Summer is over, releasing about \$1,500,000,000 of buying power. According to the poll conducted by the American Legion, the average bonus dollar will be spent as follows: Debts, 31 cents; homes and real estate, 25; investments in own business, 7; clothing, 7; home furnishings, 6; automobiles, 6; savings accounts, 4; insurance, 3; home equipment, 2; stocks and bonds, 1; farm equipment, 2; miscellaneous, 6.

● ● ● Charles F. Kettering, vice-president and director of research of General Motors Corporation, is reported by the *New York Times* as seriously urging a death tax on old factories. He argues that probably the greatest obstacle to recovery is the difficulty in getting rid of obsolescence.

● ● ● "A man or a company builds a plant to manufacture certain articles and the plant is expected to last 20 or 30 years," says Mr. Kettering, "but let's suppose that in only two or three years, a new product is available which makes the output of this plant as well as the plant itself out-of-date. The owner tries by advertising and salesmanship to discourage the public from buying more modern products and to continue to use his. This obsolete plant is a detriment to him as well as to the public. It slows down progress.

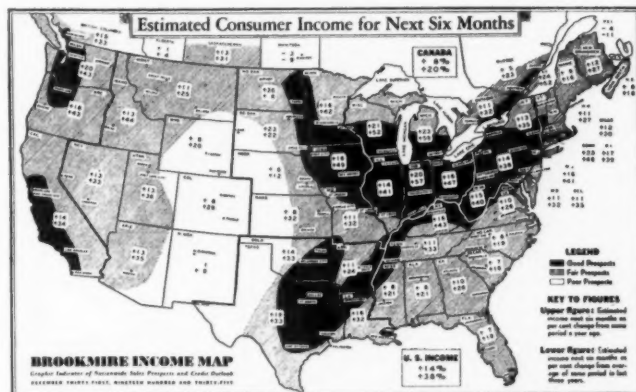
● ● ● "But let us assume the government should say to every manufacturer: 'We won't levy much tax on your plant during the first three years. It won't even be much during the following four or five years. From then on, though, we're going to increase the rate, and, before your plant is 20 years old, it will be so high that it will be cheaper for you to tear it down and build a new one.'" Mr. Kettering admits that this might not be the complete solution, but he is certainly right in saying that taxes are so much higher on new and modern plants than on old and out-of-date ones that everybody is encouraged to keep on using the old.

● ● ● The possibility of dangerous inflation remains rather remote in our judgment. Nevertheless, one of the major companies of America has made frank recognition of the possibility. The annual report of R. J. Reynolds Tobacco Company, in commenting on the expansion of inventory to almost \$99,000,000, the biggest stock since 1927, says: "It is possible to be complacent in the face of the currently discussed possibility of some type of general inflation. Increasing inventory of leaf tobacco would presumably benefit commensurately in that it would be owned

at pre-inflation prices, and since there are no senior obligations all results would, of course, be reflected directly on common stocks." This is the first open discussion by an industrial management of preparations for inflation.

● ● ● Rep. Walter M. Pierce of Oregon has introduced a resolution creating a committee to determine who is starting the epidemic of polls and straw ballots which is sweeping the country, how the people who are receiving the ballots are selected, and who determines the manner in which questions are framed. The resolution apparently was prompted because the various polls all profess impartiality but differ widely in results. For examples are cited two polls conducted by men well known in advertising and publishing circles: Dr. Gallup's American Institute of Public Opinion, currently reports 53% of the people desirous of seeing Roosevelt re-elected while Dr. Daniel Starch's poll reports only 38.6% favorable to Roosevelt.

● ● ● Edward A. Filene, Boston merchant, has organized the Consumer Distribution Corporation with a capital of one million dollars to serve as a central buying and service unit for a large chain of cooperative department stores and other types of retail business. "The strength of this movement," says Mr. Filene, "is that all of the profits go to the customers of the cooperative store, who will be the owners. Member stores will sell at prevailing prices, no special sales will be held, and the advertising will be of informative character, dealing with the exact merchandise qualities.



The Brookmire Economic Service thinks that the income of the United States during the next six months will be 14% higher than for the same period a year ago and 38% higher than the average for the same period in the last three years. Brookmire believes that the areas mapped in solid black represent the best opportunities for making more than average increases in sales. Among the cities rated by them as being particularly good for the immediate period are: Akron, Atlanta, Birmingham, Bridgeport, Buffalo, Chicago, Cincinnati, Cleveland . . . also Columbus, Dallas, Des Moines, Detroit, Ft. Worth, Indianapolis, Los Angeles, Miami, Milwaukee, New York, Oakland, Oklahoma City, Peoria, Philadelphia . . . and Pittsburgh, Portland (Ore.), Sacramento, St. Louis, San Antonio, San Francisco, Spokane, Syracuse, Washington and Worcester.

● ● ● "To eliminate the wastes of distribution two things are necessary. The distributing system must be so large as to become an adequate outlet for modern, economical, large-scale production, and it must be expertly managed. If the enterprise is large enough and sufficiently well managed and if it is also a consumer's cooperative, it will have a certain advantage which the system run for private profit does not have."

● ● ● Both neighborhood and department stores are to be included in the plan. Under the scheme of organization the owner of a neighborhood store which goes cooperative would receive a salary equal to the average of his earnings during the last five years. Certain large department stores which have not been profitable in recent years are, according to rumor, to be taken over by the cooperatives. No matter what happens to this particular plan, there is a very definite trend toward development of cooperative stores. This country has never before accepted cooperatives to anything like the extent they are supported in England and the Scandinavian countries.

The Effect of the AAA Decision

Benefit payments in 1935 were rapidly diminishing in importance as a

source of farm income. The 1935 payments made or to be made represent about 7% of total cash income from farm production, compared with 9.5% in 1934. The rise in farm income has been due primarily to higher prices brought about by better relationship between supply and effective demand. This better relationship was of course partly due to AAA control and partly to conditions created by the drought. Storage supplies of most grains and especially of meats have been greatly reduced and higher farm prices may be expected to continue for some years.

● ● ● If industrial payrolls continue to rise there will be a demand for more agricultural commodities than were marketed in any of the Depression years and the farmer should continue to be an excellent sales prospect, AAA or no AAA.

● ● ● The National City Bank of New York says, "It is hardly deniable that the great improvement from 1933 through 1935 originated on the farms, for the trade figures themselves show that the gains began and have been largest in rural states."

● ● ● It is obvious from the temper of farm organizations, Congress and the Administration that some form of farm control or subsidy will be exercised. Farmers feel that they are as much entitled to protection as manufacturers who receive it through tariff walls. Here are excerpts from an interesting letter written by N. Weis, a farmer in Kings County, California, to the editor of *News Review*:

"I have grown about 20,000 sks. wheat and 10,000 sks. barley annually on good land. Discussing the death of AAA with my fellow farmers—all state that only the AAA program saved our investments and enabled us to continue to date.

"Industry has its tariff protection. We have gladly supported that protection. When at last the New Deal gave us farmers equality with industry by the internal revenue, or processing tax, we felt that we were receiving the consideration that a basic industry deserves—and which, by the way, every major government elsewhere gives its farming industry.

"We have been thrown back into 1930-31 by a body of men that has failed to interpret the spirit of the constitution—only its dead letter.

"A small group of millers and brokers again rides the backs of the farmers like the nobility of France once did the peasants—unless a new method is found to secure a living price for the farmers' products again. How you figure it will be otherwise is hard to see, when our export market is diminished in large part due to our high protective tariff, that blocks the return flow of trade; and our production of wheat—to take that big item alone—is too much in excess of our home needs, and surplus spells low prices—and small buying power."

● ● ● The 1935 sales of Sears, Roebuck, Montgomery Ward, J. C. Penney, and the Chicago Mail Order Company totaled 952 million dollars as compared with 838 million dollars in 1934, 971 million in 1929. Since dollar sales were only 2% under the peak year and prices were lower, it is obvious that the volume of goods moved by these firms reached an all-time high.

● ● ● Montgomery Ward's new Spring catalog shows average prices about .3% over last year's catalog, but with striking reductions on some items: Tires and tubes, 10.54%; automobile accessories 8.69%; drugs and toilet goods, 8.45%; shoes, 1.33%.

● ● ● After an increase of approximately 75% in sales last year, the farm implement companies are reported to be planning for an increase of about 25% this year. Payrolls in agricultural implement factories in November were 69% higher than the year previous, compared with an increase of 25% in all manufacturing establishments.

Retail Gains Continued

According to Dun & Bradstreet's country-wide reports the demand for goods of nearly all types has grown stronger with each successive week in

1936. The estimated volume of both department stores and specialty stores showed an increase of 10 to 15% for the first half of January.

● ● ● It remains to be demonstrated whether sales in the farm areas will continue during 1936 to have the same rate of gain as they had last year. The Department of Commerce reports that the retail sales of general merchandise in rural areas, seasonally adjusted and using 1929-1931 as 100, increased from 87.5 in January to 110 in December, a gain of 22½%. Sales of variety stores, which in the main are concentrated in urban sections, were 90 last January and 96.5 in December. Thus, on a percentage basis, the farm gains seem to have been three times as great as those in cities.

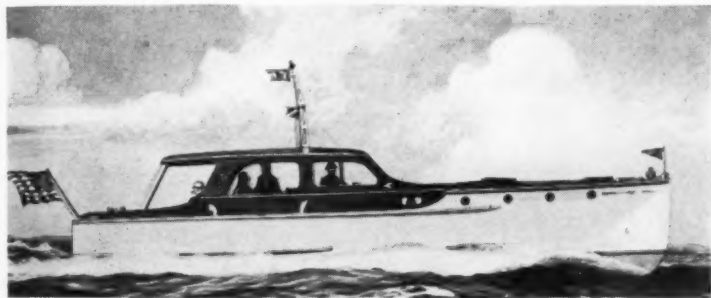
● ● ● Last year the American public spent nearly half as much for new passenger cars as it did in the department stores, mail order organizations and general variety chains.

● ● ● Residential building in December was more than three times the dollar total for the 1934 month and was also higher than November. Usually there is a decided dip from November to December. Factory construction in December was exceeded in valuation of contracts awarded only by the months of July, August and October. Engineering construction awards for the first half of January were over twice the average for the first half of last year.



Detroit Free Press Photo

Bodies by Fisher: The seven Fisher brothers gather to celebrate their mother's 79th birthday. Seated left to right are: Edward F., Mrs. Margaret T. Fisher and Howard A. Standing left to right: William A., Frederick J., Charles T., Alfred J. and Lawrence P. Fisher. Each of the devoted sons takes his turn in visiting his mother one night a week.



\$9,990: That's the price of the 45-foot Playmate Sunlight seen at the National Motorboat Show. It has three staterooms, shower and all the comforts. Wheeler Shipyard, Inc., builder. More sales were made at the Show than at any in years.



Washerman: (Below) L. L. Nielsen, for several years assistant to the v.p. of the Maytag Co., Newton, Iowa, manufacturer of washers and ironers, moves up to the post of advertising manager.



Silver Service: William B. Griffin is appointed v.p. and g.m. of Weidlich Bros. Mfg. Co., Bridgeport, Conn., silversmiths. He was formerly sales and ad. mgr. of International Silver's Holmes & Edwards Division and was more recently g.m. of the Wm. Rogers Mfg. Co. Division.

News Reel

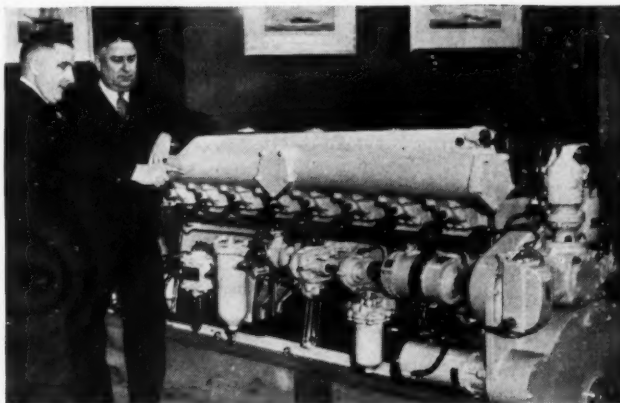


Vibrates: Oldtyme Distillers' latest back-bar display really shakes 'em up, with a motor that operates on AC or DC. Interchangeable name plates for the bartender on duty are supplied by the display maker, Einson-Freeman Co.

Going South: Arthur H. Deute resigns from the Jacob Ruppert Brewery to take the presidency of the National Brewing Co., Baltimore. During the dry era he was g.s.m. of The Borden Co., New York, but changed from milk to lager with Repeal. His early brewing experience was with the Henry Weinhard Brewery, Portland, Ore.



Aime Du Pont



Sea Horses: There's 200 horsepower in this new Diesel engine exhibited at the Motorboat Show by Winton Engine Co. George W. Codrington, Winton's president, is explaining it to Marine Superintendent C. F. Gustafson.

Sound Selling Plans Aren't Hatched in Desk Drawers

RECENTLY, a manufacturer remarked to me that his company seemed stymied in gaining any real sales increase. When questioned, he was very vague about the vital part of his business and was taking no real steps to gain first-hand knowledge. His executive viewpoint was from the company desk outward rather than from dealer requirements back through his channels of distribution.

Sales planning, from that company's standpoint, had for years considered only that marketing gap down to the jobbers and, thereafter, relied upon them completely to energize the dealer and retail sales organization. The manufacturer had constantly studied his marketing problem from the wrong end of the line, and, far from being able to tell anything about the problems and practices of his dealer organization, he did not even know who they were; nor did he have a list of jobber wholesalers or definite knowledge on how they were performing for him.

Inventory Retail Practices!

An unusual instance, you say? Not at all. My feeling is that all too many manufacturers can be found today who are continuing the traditional error of thinking only from the company outward and who have no proper understanding of what is going on between the prospective customer and the dealer organization. Yet it is at this point that a company gains or loses, succeeds or fails.

The destiny of the majority of manufacturers, particularly of those who produce products *which have to be sold*, lies in the hands of the dealer and salesman. It is not only wise but absolutely necessary to know intimately, and on a nation-wide basis, just how they are equipped to sell and how they are performing in the essential merchandising activity upon which increased sales volume rests.

I believe an inventory of retail practice on an annual basis is of even more importance than a physical inventory, to find just where any manufacturer stands. True, a physical inventory may prove the existence of

The man who heads Norge sales believes every successful specialty marketing plan should begin in the field with a detailed study of what goes on between the customer and the dealer. That's the reason his company spends thousands every year to find out the specific wants and needs of the retailers who sell their appliances. Here are some of the findings.

plant facilities, equipment and stock which disclose an average of assets sufficient to show a profitable earning statement—but this is not the only important balance sheet. For if there are errors in distributive practice or if the dealer organization is making mistakes that make it increasingly more difficult to sell a profitable volume, these physical assets may be frozen. No productive ability is liquid, profitable and worthwhile unless it depends upon an increasing ability to sell.

There are, of course, certain vital considerations involved in the performance of dealers and retail salesmen on which the alert manufacturer should have trustworthy and detailed knowledge. It is because of this that Norge annually conducts market surveys—the most comprehensive and authoritative nation-wide studies in the appliance industries—in which distributive practices are analyzed in detail and compared with the performance of previous years to measure the degree of progress in selling activity which has been made. The 1936 Norge selling program is based upon surveys among 34,866 consumers, 30,000 owners, 400 wholesalers, 2,000 dealers in 397 cities handling all makes of home appliances, 6,500 Norge dealers, and 8,500 retail salesmen.

From this body of facts we are able to plan sure increases in volume because we know that our products are built to fit the known desires of the consumer, and our program is designed to meet the needs of the distributive organization. I feel deeply that if there is one basic reason for the success that Norge has enjoyed in climbing from obscurity to a position among the top

leaders of the home appliance industry in the past four years, all within the depression period, it is that it has been our policy constantly to study marketing problems from the viewpoints of retail salesmen and dealers and to plan on helping them become constantly more efficient in their merchandising activity.

Appliances Must Be Sold

Home appliances are products *which have to be sold*, as contrasted with the large group of impulse items which the public voluntarily enters the store to buy. It is necessary in the successful merchandising of home appliances to reach out to the greatest number of families without depending upon their voluntary visit to the store, and to educate and persuade them to the benefits of ownership, irrespective of other things which they might want to buy. Along with the many other considerations which must be analyzed, nothing is more essential in appliance merchandising than to know definitely what percentage of the average dealer's volume is originated within the store and through outside selling.

Yet, it is questionable whether nine of each ten manufacturers of products *which have to be sold* have ever analyzed this important essential or are able to tell, other than upon the basis of guesswork, just what percent of the sales volume of their dealers is secured from store and outside selling activity. I feel that I can make an important contribution to the improvement of appliance merchandising by supplying these data which, so far as I know, have never before appeared. The statistics here provided are based upon

interviews with nearly 2,000 appliance dealers in 397 cities, handling various makes of refrigerators, washers, kitchen ranges and electric ironers. They cover all products and all types of dealers, rather than just the Norge operation. Any manufacturer can compare his own situation with these data and find whether he is in a position to win or lose. If his position appears weak, he can take immediate steps to correct it.

Let me here interpolate an important principle of appliance merchandising which all will recognize. Since appliances are products *which have to be sold*, some of which rank lower in the elective preference of the public than such ostentatious objects as motor cars and fur coats, it is relatively sel-



BY

JOHN H. KNAPP

*Vice-President in Charge of Sales,
Norge Division,
Borg-Warner Corp.*

dom that a woman enters the store to buy a major home appliance without having spent considerable time debating the wisdom of such purchase or having been stimulated by a salesman at her home. In fact, our survey among owners of refrigerators indicates that 67.8% reach their final buying decision in the home. Because of this, for every prospect who calls at the store voluntarily there are from 8 to 10 prospects in the neighborhood who can be interested and sold if the sales attack is carried to the home but who, if the dealer lacks an outside selling activity, may never enter his store. From that standpoint it can be con-

Norge's Fact-Finding Hunt: Some Significant Facts Revealed

67.8% of specialty customers reach their final decision to buy in the home.

9 out of every 10 housewives want at least one new home appliance.

Though the market for ironers is only 5% saturated, a healthy buyer interest already exists for this product.

To do a good job selling electric refrigerators, a dealer should get at least 60% of his sales through outside selling.

The average dealer is doing his poorest job of outside selling on electric ranges.

cluded that any appliance dealer who depends only upon store selling activity is unconsciously limiting himself to a small fraction of the total sales potential around him.

Generally speaking, a dealer is a good appliance merchant who sees to it that at least 50% of his volume comes from outside selling activity. As each appliance grows further into its saturation cycle in his neighborhood, naturally the over-balance of outside selling activity should increase. There finally comes a time when the saturation has reached such a point that outside selling on a canvassing basis finds so few prospects who do not own, or meets the resistance of prospects who have so often refused persuasion to buy, that it becomes difficult to maintain this outside activity on a basis that will compensate the salesman for the effort required. In this final replacement period which every appliance is destined to reach, outside selling effort becomes less important. Then the merchant can at last depend upon getting his fair share of voluntary demand from those whose appliances are in such bad repair as to force them of their own volition to replacement.

However, because of the unfilled need caused by the hold-back of purchasing during the past four years, the majority of major home appliances are either in an expansion phase or, having reached their replacement period, are in a re-expansion phase to the point where outside selling is vitally essential for all of them in the next two years.

For example, in our survey among 34,866 housewives, measuring their 1936 buying intent as of each ten typical homes: Two housewives want a

new refrigerator, two and a half want a new washer, two and a half want a new kitchen range, and two want a new electric ironer in 1936. In other words, nine of each ten housewives in any block want some home appliance. They are not going to flock into a store in a great voluntary buying wave. But this is their declared buying interest for 1936 and if an appliance merchant, handling all these products, organizes an outside selling activity, he can be sure that it is possible to arouse the buying interest of practically every housewife contacted for some appliance or other.

Now, let us consider the data arising from this nation-wide Norge marketing study among dealers of all types as to percentage of dealer volume secured from store and outside selling. First I will make a general comparison of the four major home appliances and then analyze each in detail.

Table I
Average Dealer Volume Flow

Appliance	From Store Selling	From Outside Selling
Refrigeration	50.9%	49.1%
Washers	50.8	49.2
Ranges	63.0	37.0
Ironers	53.4	46.6

The above table indicates that there is an even balance between store and outside dealer volume flow in the refrigeration industry. This indicates a healthy condition, in that this appliance is still in its expansion period. That fact undoubtedly explains why electric refrigeration has enjoyed the
(Continued on page 195)

Standing before the Search for Talent truck are the palpitant Kansas City youth selected for the screen test and, at the right end of the line-up, the truck's Hollywood crew.

BY
LESTER B.
COLBY



Hump's Search for Talent Gives Lift to Hairpin Sales Curve

We give this article a leading place in this issue of Sales Management because we know there are thousands of manufacturers who feel themselves stymied on aggressive campaigning because they sell a homely utility product with no style value and no display appeal. Here's the way one company licked that problem with a marked degree of success.

EVEN a hairpin bender has his problems and worries. None other than Sol H. Goldberg, king of the hairpin benders and president of the Hump Hairpin Manufacturing Company, Chicago, will admit that. One of his greatest problems, in years gone, has been to get retailers to display hairpins prominently in their windows and to keep them "out front" in their stores.

Merchants have been prone to look upon the mild and defenseless hairpin as just another gadget. They've expected prospective buyers to come into their establishments, seek out the spots where the pins were sold, and state their needs. This attitude has been helped by the fact that the unit of sale is small and because it takes a lot of sales to build a new house.

Another problem has been that it has always been extremely difficult to induce newspapers to put hairpins in the headlines—unless someone popped a good hairpin joke—or movie houses

to recognize the hairpin or radio to mention it. Well, all these nuts have been cracked and as a result hairpin sales have boomed and bloomed. Turn-over has risen into the umpty-hundreds of per cents, in spots; all is very gay.

It was a clever scheme.

Irving R. Green, Hump's advertising manager, is credited with the birth of the idea and the putting of it over. He's the boy who worked it out—through a Hollywood tie-up. It has proved something of a lulu.

Next he wished in *Motion Picture* and *Screen Play* magazines and won them over to the promotion campaign. It ended with the whole string of Fawcett publications, with some 2,000,000 circulation, taking a bite at it.

His idea was a Search-for-Talent campaign to be carried the length and breadth of the land. He interested Universal Pictures in it and showed them that there were house-filling possibilities and some sugar in it for them.

After that came a big, white motion picture truck with sound equipment and a public address system built in. It carries H. E. Howard, veteran Hollywood director, and Mickey Whalen, camera man, who has filmed many pictures, including "Hell's Angels."

The jump-off was made from Hollywood on September 1. Since then the truck has visited Minneapolis, Milwaukee, LaCrosse, Dubuque, Kansas City, Houston, New Orleans, Peoria, Bloomington, Rockford, Terre Haute, Lima, Columbus, Birmingham and scores of intermediate cities. It will keep going on until the nation is covered.

Wherever it goes local tie-ins are made with newspaper, theatres, radio stations, etc., and often the mayor will come out for a talk, the local band will toot and sometimes the police give escort. The truck arrives with all the color and pomp of an old-time minstrel show, but some times better.

Starry-eyed youth, nipped by the Hollywood bug—and the contest is open to the boys as well as the gals—rally for the screen tests. To get into the game it is necessary to fill out a blank form. These are found on the backs of hairpin cards sold at local stores.

Hump also distributes free samples, cards containing two of its "Hold-Bob" pins, each with information on the Search for Talent on its reverse side. More than 2,000,000 of these have been given out to date and



(Left) Theatres cooperating with Hump give the Search for Talent big play in the lights, as well as in trailers, lobby displays, house-to-house distribution of advertising. (Below) The entire group of Fawcett magazines carried this two-thirds of a page ad plugging the "search."

there are 3,000,000 more ready to go. Folders and dodgers and various mailing pieces are also used to publicize the Search for Talent.

Chain stores, such as McCrory, Kresge, and Grant, distribute the advertising, and blanks, each carrying an imprint which ties the store in with the campaign. These are localized to call attention to the theatre where the tests will be made, and when. The stores also loosen up with window displays and counter displays boosting hairpins and the contest.

Newspapers have cashed in on it, too. They've carried feature stories, with pictures, telling how the Big Chance has come to the local girls and boys. Advertising men have hustled out and sold spreads built around the campaign. This is presumed to be "extra" advertising built up around the public interest. Some papers have expanded it into double-truck spreads.

It is a revelation how far imagination can go on such matters. Participants in the advertising have figured in as diverging lines as beauty shops, photograph studios, department stores, oil stations, men's furnisiers, shoes, hotels, automobile agencies and gas and electric appliance houses.

Candidates come in droves. So many have offered themselves to the god of films that an early weeding-out has been necessary. Every contestant must supply a photograph. Local committees trim these down to a not too unwieldy batch of aspirants. Finally the survivors appear, at a fixed time, and the tests are made on the stage of the local theatre, usually to S.R.O.

Vivid lobby displays appear as the crucial hour draws nigh and the theatres often add a shot of house-to-house distribution of advertising to supplement local newspaper display.

Generally, too, there are one or more local radio stations which seek a bit of action. The winners are invited

to speak their emotions over the waves. It seems to work out.

For days or weeks before the Big Event the local screen show involved will carry trailers to its regular shows whooping the thing up. These include, on occasion, sleek Hollywood heads kissed and beautified by the ever-present "Hold-Bob."

The retail angle to the campaign has clicked so well that to date some 4,000 stores of leading chains in addition to thousands of independents, have participated with windows and other special displays. Full window displays include posters and cards. Wholesalers and jobbers have used special printed matter to promote buying among their retail customers and add zest to the fun.

"I can follow the truck by the flood of telegraph and telephone orders that come in daily wherever it appears," said Mr. Green. "These all voice one thought—rush hairpins. We've had to speed orders, by the gross, by Parcel Post and sometimes by plane.

"We have had to limit the campaign, by necessity, to the United States, but we've had inquiries asking how to get into the contest from as distant points as China, Japan, Australia, South Africa, Kenya Colony and various places in Europe. Merchants in a number of foreign lands have asked how they could participate with some sort of tie-in.

"Stores that used to order hairpins in three and five-dollar lots have sent in single orders up to \$200. Dead accounts have been revived. We've gotten our hairpins listed in catalogs that never would touch them before. Butler Brothers used 50,000 inserts, advertising our hairpins, in their recently issued catalog.

"Up to this year we could never get a window display for hairpins between November 15 and January 1. The holiday trade shoved us out of the pic-

Off hand there doesn't seem to be much opportunity for building a spectacular sales and advertising drive around hairpins. Yet this Chicago manufacturer seized upon the yearning almost every young girl cherishes for a Hollywood screen test, and converted it into the most potent form of sales capital.

ture. This year we had them right in the middle of the season."

When the last gun is fired seven winners will be given free trips to Hollywood, which looks like a sweepstakes percentage perhaps, and so a multitude of hopes will be dashed. But it has meant fun and hairpins while it has been going.

The winning seven will be given final tests on the Universal lot and will get to see Hollywood. If any are found "good enough" they are promised honest-to-goodness contracts. All who fail to make the grade will be returned to their homes, expenses paid.

The guy who said you could do a lot of things with hairpins was right.



GM's Big Guns: (Left) Four General Motors chiefs have a good "tuck in" at the speaker's table at the annual Frigidaire sales convention before the speaking begins. Left to right, W. F. Armstrong, Frigidaire v.p. and assistant general manager; Richard E. Grant, v.p. of General Motors in charge of sales; E. G. Biechler, president and g.m. of Frigidaire; and Charles F. Kettering, v.p. of GM in charge of research. Messrs. Kettering, Grant and Biechler were on the original staff of the Delco-Light company, father of the refrigerator subsidiary.

Snaps of the Shifting Marketing Panorama



Inspired: (Left) Both the auto and the airplane were obvious sources in designing the newest Royal vacuum cleaner. P. A. Geier Co., of Cleveland, introduced it simultaneously at the mid-Winter merchandise buyers' show at the Furniture Mart and at the household equipment shows in Chicago. In addition to sweeping curves (no pun intended), the cleaner has an electric bulb in front to light up dark corners and reveal dirt.

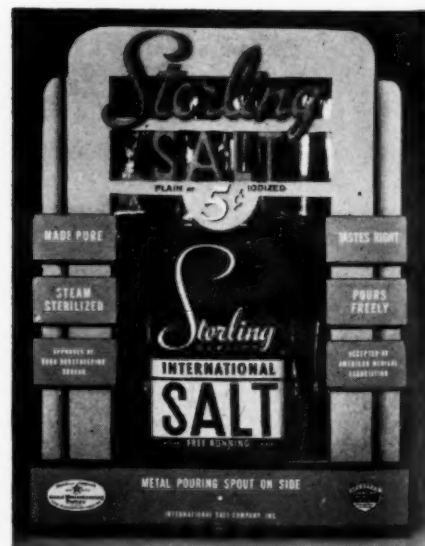


Climbs: (Above) Harry C. Anderson is named general s.m. of the Globe-Wernicke Co., Cincinnati office equipment manufacturer. "He was selected because of the enviable record he made as manager of our Partition Division," says President J. S. Spratt.

Spotlighted: (Below) Chromium finish metallic foil reflects and sets off the package in this Sterling salt store display. The reflector also forms the easel and holds up the shelf for the container. Einson-Freeman Co., Inc., created the display.



Bakelite Pair: The Cheeri-O Trayette above has a place for everything which one accumulates at a cocktail party: Drink, hors d'oeuvres and cigarette. When a butt is pushed beneath the metal canopy it goes out. It is molded of Bakelite by the Boonton Molding Co. for the D. H. Borwick Co. Designer: Elenore Groos. At left is Colgate-Palmolive-Peet's latest dress for the Colgate shaving soap. Top of the container is blue Bakelite; the grip is white Bakelite. The Palmolive shave stick is also being outfitted in a Bakelite case, green to match the soap's color.



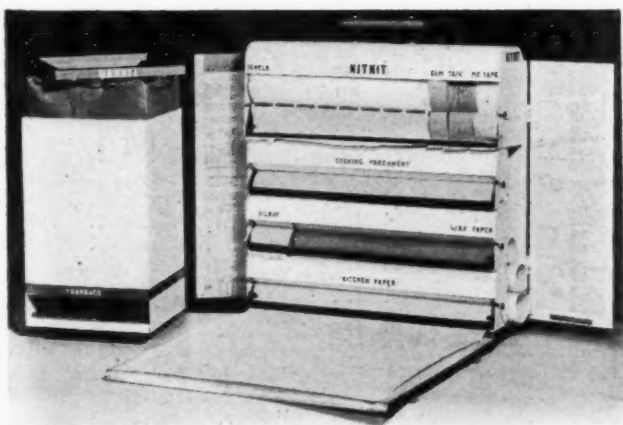


Show on Wheels: (Above) Each Caterpillar Tractor Co. distributor is sponsoring a "Diesel Show" displaying the firm's Diesel tractors and road machinery. Four trucks like this will bring them movies and all sorts of exhibition material. Each truck is manned by two of the company's training department experts and will go on a tour of several months. Expansion of such "school" activities has come as a result of distributors' enthusiasm, say Caterpillar officers. An all-day get-together of tractor owners, prospects and students is planned by each distributor. Products of allied equipment makers are included in the Caterpillar show.

On the Air: (Right) Cornelius Vanderbilt, Jr., is now broadcasting over NBC's WEA, for Martinson's coffee. As a news commentator he will describe personalities in the headlines with special attention to Social Register doings. Martinson's, which sells for double the price of most coffees, has long played up its Upper Crust clientele. Some years ago the company started delivering in Rolls-Royces. Mr. Vanderbilt will seek to maintain this swank atmosphere.



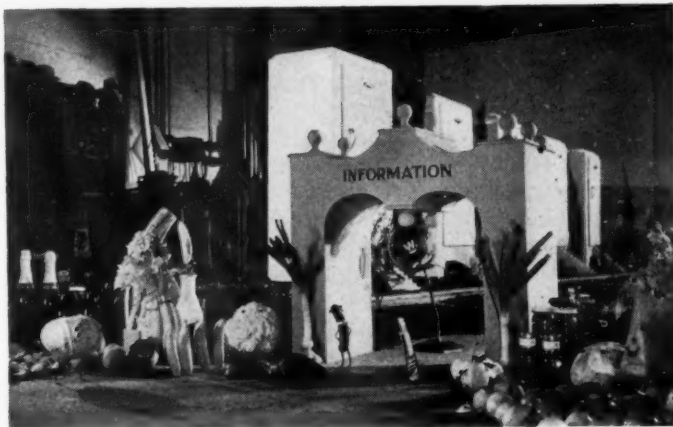
Wide World



Kitkit: To further its object of increasing the use of all kinds of paper, the Paper Foundation, Inc., Chicago, has developed this kitchen paper kit. "Kitkit" is the name, and it contains paper for every cooking, cleaning and wrapping purpose. When set on the back of a table the Kitkit's front becomes a breadboard. Or it may be hung on a wall. Inside the wing doors, opening at either end, are listed names of the seven to ten varieties of paper on the rolls, with their uses. The Paper Foundation states the kit is an ideal present for paper wedding anniversaries, or, in fact, at any time.



Antique: (Above) Edsel Ford and Nathan Adams, chairman of the board of directors of the Texas Centennial Exposition, examine the 100-year old cotton-spinning machine which will form part of the Ford exhibit at the Exposition. Ford displays will include Southwestern raw materials used in Ford, Lincoln and Zephyr cars.



Live Foods: (Above) A refrigerator's contents come to life and the meats, fruits and vegetables pay a "Visit to Valuetown" in Westinghouse's latest cartoon and animated film. The scene above was snapped in the studio of Audio Productions, Inc., maker of the picture.

FHA to PA: (Right) Carl W. Drepperd resigns as director of the Creative Division of the Federal Housing Administration to become sales executive of Pierce Arrow Motors. A former v.p. of Hamilton-Sangamo Corp. and advertising agency executive, Mr. Drepperd headed the Administration's better housing educational and ad campaign to contractors, bankers, architects, builders and the public.

Harris & Ewing Photo





BY CONSTANCE HARRIS

How 93 Markets Stand in Per Capita Food Sales

IF advertising hopes to obtain the maximum of effectiveness in the way of results, executives should select markets on the basis of facts, the only approach that is in any sense scientific and, hence, removed from the bias unavoidable in unaided human judgment.

Since Census figures, although providing basic market facts, are not released in a form designed to facilitate quality comparisons, rearrangements become necessary. Every marketing executive should possess figures capable of showing, almost at a glance, quality rankings of the nation's markets. It is surprising how few studies have been made with this objective in view.

In order that executives, facing the problem of selecting markets in which to place advertising to promote sales of food products, may have pertinent facts and figures, the accompanying tables are included. A complete study, however, should involve the consideration of many factors not given here, such as the compactness of market areas, economy of distribution, wholesale and retail price levels, occupations of inhabitants, and newspaper rates and coverage.

Ranks of 100,000 Cities

For a single measure, per capita food sales furnish the most reliable basis of obtaining quality rankings of food markets. Table I lists all cities of more than 100,000 population in the order of their per capita food sales. Although the 1933 sales figures, the latest available, are used, *rankings*, if not dollar sales, may be considered reasonably accurate for conditions prevailing at the present time. Comparisons with the 1929 rankings show a fair degree of stability, particularly in the high-ranking centers. Fourteen out of 20 leading food cities in 1933 also appeared in the 1929 list of the 20 highest.

The primary advantages of per capita figures lies in the fact that they reduce data in places of varying sizes to comparable bases. Merely to see, for example, a list of 93 cities with annual food sales ranging all the way from

While primarily of interest to food manufacturers and distributors, this article may suggest a similar analysis for firms in other industries. It shows, among other things, that of the 20 best markets for food in the United States, 18 are located along the Atlantic Seaboard in states where the number of gainful agricultural workers is relatively small.

Table I: Per Capita Food Ranking

Rank	City	Per Capita Food Sales	Rank	City	Per Capita Food Sales
1	Lynn, Mass.	\$128.46	48	Jacksonville, Fla.	78.67
2	Washington, D. C.	126.93	49	Tacoma, Wash.	78.15
3	Albany, N. Y.	118.00	50	Pittsburgh, Pa.	78.00
4	Newark, N. J.	115.06	51	St. Louis, Mo.	77.99
5	Hartford, Conn.	113.06	52	Duluth, Minn.	77.93
6	Elizabeth, N. J.	112.99	53	Peoria, Ill.	76.97
7	Boston, Mass.	109.20	54	Cleveland, Ohio	76.54
8	Wilmington, Del.	108.89	55	Worcester, Mass.	76.42
9	Springfield, Mass.	106.26	56	Wichita, Kan.	74.98
10	Somerville, Mass.	102.74	57	Dayton, Ohio	74.69
11	Paterson, N. J.	102.51	58	Chattanooga, Tenn.	74.14
12	Camden, N. J.	102.19	59	Nashville, Tenn.	74.01
13	New York, N. Y.	102.03	60	Des Moines, Iowa	73.78
14	Trenton, N. J.	101.80	61	Louisville, Ky.	73.50
15	Cincinnati, Ohio	99.83	62	Canton, Ohio	73.44
16	Bridgeport, Conn.	99.53	63	Philadelphia, Pa.	72.92
17	Providence, R. I.	99.38	64	Chicago, Ill.	72.56
18	Baltimore, Md.	98.30	65	Akron, Ohio	72.29
19	Rochester, N. Y.	95.89	66	Grand Rapids, Mich.	71.34
20	Oakland, Calif.	95.81	67	Knoxville, Tenn.	70.56
21	Reading, Pa.	92.56	68	Fort Wayne, Ind.	70.46
22	New Bedford, Mass.	92.35	69	Syracuse, N. Y.	69.93
23	Yonkers, N. Y.	92.00	70	Youngstown, Ohio	69.84
24	Richmond, Va.	90.97	71	Long Beach, Calif.	69.27
25	Lowell, Mass.	90.29	72	Atlanta, Ga.	69.03
26	San Francisco, Calif.	89.90	73	Salt Lake City, Utah	68.88
27	Miami, Fla.	89.52	74	Houston, Tex.	68.85
28	New Haven, Conn.	88.86	75	Toledo, Ohio	68.70
29	Jersey City, N. J.	86.95	76	Utica, N. Y.	68.56
30	Milwaukee, Wis.	86.09	77	Indianapolis, Ind.	67.83
31	Denver, Col.	84.39	78	Eric, Pa.	66.41
32	Norfolk, Va.	84.08	79	Detroit, Mich.	65.51
33	Cambridge, Mass.	83.97	80	Tulsa, Okla.	64.39
34	San Diego, Calif.	83.85	81	South Bend, Ind.	63.75
35	Buffalo, N. Y.	82.63	82	Dallas, Tex.	63.57
36	Los Angeles, Calif.	82.59	83	Flint, Mich.	61.04
37	Omaha, Neb.	82.57	84	New Orleans, La.	59.93
38	Minneapolis, Minn.	82.39	85	Kansas City, Kan.	59.92
39	Seattle, Wash.	81.67	86	Evansville, Ind.	58.93
40	St. Paul, Minn.	81.60	87	Memphis, Tenn.	58.22
41	Columbus, Ohio	80.82	88	San Antonio, Tex.	58.08
42	Fall River, Mass.	80.63	89	Oklahoma City, Okla.	56.01
43	Spokane, Wash.	80.37	90	Fort Worth, Tex.	54.18
44	Tampa, Fla.	80.08	91	El Paso, Tex.	50.16
45	Portland, Ore.	80.04	92	Gary, Ind.	48.72
46	Scranton, Pa.	79.78	93	Birmingham, Ala.	45.82
47	Kansas City, Mo.	78.77		United States average	55.30

Table II: Per Capita Sales by Kinds of Stores

Figures in Parenthesis Show Ranks

CITIES	Candy and Confectionery	Dairy Products	Delicatessen	Fruit Stores	Grocery (without meats)	Combination (grocery and meat)	Meat-seafood	Bakeries-caterers	Restaurant
Lynn, Mass.	\$7.77 (5)	\$14.82 (6)	\$1.64 (24)	\$1.83 (37)	\$23.74 (27)	\$57.68 (8)	\$4.54 (45)	\$15.40 (1)	\$15.18 (57)
Washington, D. C.	2.46 (46)	10.19 (18)	5.32 (1)	1.91 (33)	17.58 (41)	81.82 (1)	4.94 (40)	2.01 (57)	36.99 (3)
Albany, N. Y.	6.04 (14)	6.46 (34)	.98 (37)	1.03 (55)	36.71 (3)	50.35 (28)	6.85 (27)	8.50 (2)	35.53 (4)
Newark, N. J.	10.30 (1)	17.93 (3)	4.42 (3)	4.51 (10)	37.21 (2)	17.79 (91)	14.05 (2)	6.68 (5)	29.16 (6)
Hartford, Conn.	2.49 (45)	16.58 (4)	1.50 (26)	1.85 (43)	28.09 (17)	50.61 (26)	3.29 (57)	6.40 (3)	21.79 (17)
Elizabeth, N. J.	6.26 (12)	13.23 (10)	3.39 (7)	3.99 (14)	47.46 (1)	24.61 (63)	8.53 (18)	4.51 (14)	14.60 (63)
Boston, Mass.	5.02 (20)	19.20 (2)	2.48 (13)	3.85 (15)	33.91 (6)	34.59 (67)	7.41 (25)	2.15 (52)	40.46 (2)
Wilmington, Del.	4.09 (27)	12.74 (11)	.87 (40)	2.90 (21)	11.72 (65)	59.66 (5)	9.90 (11)	6.22 (6)	11.90 (78)
Springfield, Mass.	6.40 (9)	8.07 (25)	.34 (67)	1.01 (57)	16.50 (46)	63.89 (3)	2.53 (68)	3.37 (29)	19.85 (28)
Somerville, Mass.	4.59 (25)	23.23 (1)	.96 (38)	1.94 (32)	31.53 (11)	34.85 (64)	2.39 (72)	3.00 (34)	6.75 (92)
Paterson, N. J.	7.92 (4)	9.05 (22)	4.03 (5)	5.02 (6)	31.58 (10)	26.19 (79)	12.04 (7)	5.60 (7)	20.92 (22)
Camden, N. J.	4.63 (24)	10.17 (19)	1.34 (29)	2.77 (23)	16.58 (45)	56.93 (12)	4.68 (44)	3.69 (24)	16.58 (45)
New York, N. Y.	8.74 (2)	14.97 (5)	5.26 (2)	6.49 (2)	27.67 (18)	16.86 (92)	16.63 (1)	4.47 (15)	33.43 (5)
Trenton, N. J.	6.78 (7)	11.33 (13)	2.20 (18)	2.16 (29)	16.68 (44)	45.36 (42)	7.94 (22)	6.22 (4)	14.72 (60)
Cincinnati, Ohio	3.79 (30)	12.44 (12)	1.94 (22)	4.18 (13)	11.43 (67)	52.87 (21)	7.94 (21)	3.74 (22)	20.72 (23)
Bridgeport, Conn.	3.50 (33)	9.59 (21)	2.00 (21)	1.15 (54)	30.15 (13)	42.12 (48)	6.05 (33)	3.76 (21)	12.90 (75)
Providence, R. I.	6.32 (11)	10.97 (14)	.62 (46)	4.56 (9)	21.71 (32)	47.85 (36)	2.73 (63)	3.81 (19)	14.63 (62)
Baltimore, Md.	5.94 (15)	13.60 (9)	1.24 (30)	3.19 (18)	12.99 (60)	46.57 (39)	8.55 (17)	4.98 (10)	16.61 (44)
Rochester, N. Y.	3.15 (40)	7.66 (27)	1.02 (34)	1.69 (41)	20.71 (33)	50.98 (24)	6.23 (32)	4.13 (17)	17.92 (39)
Oakland, Calif.	2.24 (49)	3.40 (54)	3.25 (8)	4.67 (8)	33.72 (7)	31.55 (73)	11.85 (8)	3.55 (27)	20.26 (24)
Reading, Pa.	5.40 (17)	10.64 (17)	2.06 (20)	2.45 (25)	14.07 (56)	48.23 (34)	3.00 (61)	5.59 (8)	17.09 (42)
New Bedford, Mass.	5.08 (19)	3.45 (53)	1.49 (27)	1.35 (48)	17.45 (43)	56.32 (15)	2.44 (70)	3.93 (18)	9.80 (84)
Yonkers, N. Y.	4.85 (22)	13.65 (8)	3.25 (9)	8.26 (1)	25.67 (23)	21.92 (87)	12.85 (4)	1.01 (78)	16.41 (48)
Richmond, Va.	8.73 (3)	5.05 (41)	.50 (52)	.46 (80)	15.60 (50)	51.21 (23)	5.04 (39)	2.65 (40)	13.70 (67)
Lowell, Mass.	7.66 (6)	5.62 (39)	1.06 (33)	1.25 (51)	18.32 (39)	48.84 (32)	1.72 (78)	4.65 (12)	12.77 (76)

\$707,121,000 to \$4,893,000 would not tell anything about the relative quality of the markets. Sales volume alone offers no criterion.

While per capita figures eliminate effects of varying populations within city limits they fail to take into account outside populations trading in the city zones. Dr. William J. Reilly in "The Law of Retail Gravitation" proves that "the larger the city the more outside trade it draws." This means, other factors being equal, that the larger the city the higher the per capita sales. Outside trade in food, however, is relatively less than in commodities such as women's apparel and furniture, where the style element plays an important part. Since the largest city, New York, ranks 13th in per capita food sales, the second largest city ranks 64th and the third largest, 63rd, it is evident that other factors, including purchasing power, occupations and habits, do exert powerful influences.

Examining Table I we see that the per capita food sales of \$95.81 in the 20th city stand 73.6% above the national average \$55.30. It is at once apparent that each of the first 20 cities offers essentially profitable food market possibilities.

Further examination shows that 18 of the 20 best food market cities are located in the northeastern section of the country along the Atlantic seaboard. This is not surprising to those familiar with factual measures of pur-

chasing power, for per capita bank savings by states provide ready substantiation. Eleven of the 20 highest ranking food markets are in Massachusetts, Rhode Island, Connecticut and New York, the four states having the highest per capita savings.

Aside from the relatively high purchasing power of residents of the northeastern part of the country, another factor—agriculture—has an important bearing on food sales. Figures show that in the five states, New Jersey, New York, Massachusetts, Connecticut and Rhode Island, which lead the nation in per capita food sales the number of gainful workers in agriculture is exceptionally small. In none of these states is the proportion of agricultural workers to total workers as much as 6%. In Massachusetts and in Rhode Island only 3% of the population is engaged in agriculture. In the lowest ranking food states, Arkansas and Mississippi, 57.6% and 65.9% respectively of all workers are employed in agriculture.

While total per capita sales show how much money each person spends annually for food, they fail to indicate the types of outlets in which the buying takes place. Table II gives per capita sales by their rank among cities of the 100,000 group.

These per capita food breakdowns, however, do not necessarily disclose commodity sales, as the sales figures are by kinds of stores. Although per

capita sales of candy and confectionery stores, for instance, are higher in Newark, New Jersey, than in any other city, this does not mean necessarily that people in Newark buy more candy than people in other places. It may mean there are relatively more candy outlets there or that less candy buying occurs in other types of outlets.

An examination of these tables will reveal many facts of interest to food manufacturers and advertisers.



Changes: Arthur Freeman, one of the founders of the Einson-Freeman Co. and its president for many years, resigns to become v.p. in charge of merchandising with the Ketterlinus Lithographic Manufacturing Co.

Tarzan Enthralls Kids and Wins Publicity for Lily-Tulip Cups

The growth of the use of special trucks in sales work is just one more indication that marketing men are learning how to adapt some of the technique of show business to their own purposes.

BY LILLIAN ZAHN

MORE and more commercial firms are adopting the specially decorated truck to help advertise their products.

Perhaps the most interesting of all such experiments was made by the Lily-Tulip Cup Company in New York. Howard Bergman, promotion manager of the company, conceived the idea of the Tarzan truck to advertise his firm's cups. Various ice cream firms, selling their wares in Lily-Tulip Cups, had urged Mr. Bergman to cooperate with them in some clever advertising scheme, and Mr. Bergman's idea at first was to work in cooperation with these firms.

At the beginning of last Summer he bought a Ford V-8 truck, without a body, and decorated it with stuffed animals from the jungle. Getting these animals was a job. After much inquiry he found that a movie house on West 23rd Street had a number of stuffed animals hidden away in its attic. These were once used to advertise a Tarzan film at the movie house. Mr. Bergman bought six of them for a song—two jaguars, a leopard, a lion, a monkey and a hippo. An elephant with a moving trunk he bought from a firm manufacturing artificial animals. These lifelike animals were properly distributed on the truck, in the center of which a huge Tarzan cup, with the picture of Tarzan decorating it, was placed.

Mama Said "No!"

Mr. Bergman's next job was to get the appropriate sound mechanism which would duplicate the weird sounds of the jungle animals. That done, he set out to find the Tarzan.

It was quite a problem to locate a good Tarzan, but Mr. Bergman finally got in touch with one through the employment office of Columbia University—a sturdy giant of a shot-putter who stood six feet four and weighed

235 pounds. Everything was set for the tour when Tarzan called Mr. Bergman on the telephone and told him it was all off.

"Mother won't let me go," he said.

The first Tarzan failing to show up, Mr. Bergman decided to try out another. He got him easily enough, a giant of a fellow somebody had recommended. He fitted into the picture perfectly, except that he had a temper. One day he threatened to stab (and almost did) the chauffeur of the truck, and that was the end of that Tarzan.

However, Mr. Bergman did not give up hope. He advertised in the personal column of the *New York Times* for a man six feet tall and robust, to call at his office on the following morning.

Just Too, Too Perfect

No less than 50 men applied for the job. Some were worn and haggard and by no means either six feet tall or the picture of health. One 40-year-old applicant's broad grin exposed a solitary tooth. But he thrust his chest out and declared that he was the ideal Tarzan. He was tired of the printing business, he said, and would like to try the Tarzan job. He was told to stick to his printing.

A number of understudies for the movie "Tarzan" applied, but the winner was Harry Roth, 21 years old, who played the part of Tarzan for some of M.G.M.'s publicity exploits. Mr. Bergman found Tarzan 110%—fulfilling even his wildest hopes.

Aside from his perfect build and looks, the new Lily-Tulip Cup Tarzan lives the life that hero might have followed in Manhattan. He eats raw vegetables and drinks plenty of milk. He goes to bed at 10 o'clock. He doesn't fool around with the girls. Every day he hikes five miles before breakfast and five miles before dinner.

What amused Mr. Bergman most was that this Tarzan sported a loin cloth and hunting knife while applying for the job. Mr. Bergman had only to say the word and the Tarzan-to-be was ready to strip and wrap himself in the loin cloth, to convince his employer-to-be of his genuineness. But he was spared the trouble.

The Tarzan truck tours various cities in the Middle West and the South, stopping at towns where there is an ice cream dealer using Lily-Tulip Cup products. The present Tarzan entertains the youngsters by telling them tales of the Edgar Rice Burroughs hero. When there is a tree in sight he climbs it, just to demonstrate to the kiddies how simple it is.

Children Cry for It

Hundreds of children gather whenever the truck stops. They are so impressed with the sight of Tarzan that they debate amongst themselves if he is the real Tarzan from the movies or not. The children particularly like to manhandle the animals which they know won't bite. On several occasions the trunk of the elephant has been put out of order by their mauling.

So great a success has the truck proved that Mr. Bergman has been showered with offers from other manufacturers who want to adopt a similar truck. But he won't let the idea slip out of his company's hold.

So far the company has only one such truck, but by next Summer a few more will be put into operation, and the search for more Tarzans will be on.

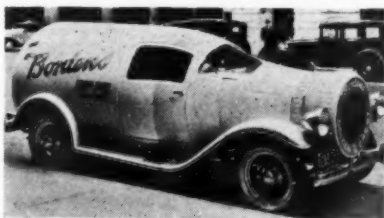
A novel and attractively designed truck is that of the Standard Flashlight Company, commercial photographers, which has just been placed in service to provide increased facilities to hotels, clubs and restaurants in the metropolitan district. Mounted on a Ford truck is a reproduction in wood of a large camera which opens through the lens to carry photographer's equipment. Max Brickel, president of Standard Flashlight, states that the car is not only proving an excellent advertising medium, but that it is a great help in taking care of rush jobs when calls are received to take pictures at short notice. Two more cars of the same type will shortly be added to take care of increased business.

Kids swarm to the Lily-Tulip Cup Company's Tarzan truck as it makes the rounds of towns in the South and Middle West where the company has customers. "Tarzan" tells jungle stories, protects the stuffed animals from too ardent caresses, climbs any handy tree. And, in his wake, sales of ice cream in Tarzan cups climb also.

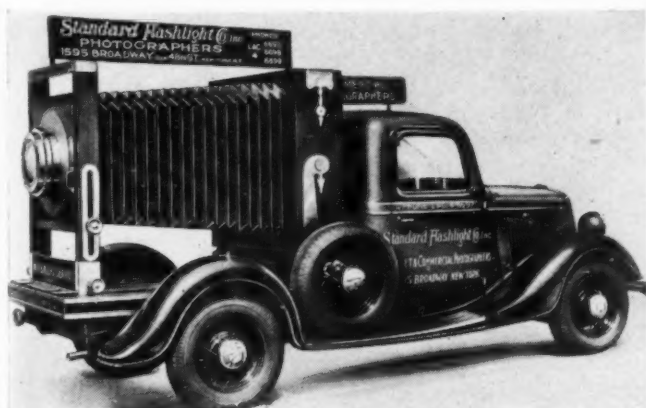


A roving replica of a Chock Full o' Nuts shop (New York retail chain) reminds the man in the street to drop in for a pound of pistachios or whatnot.

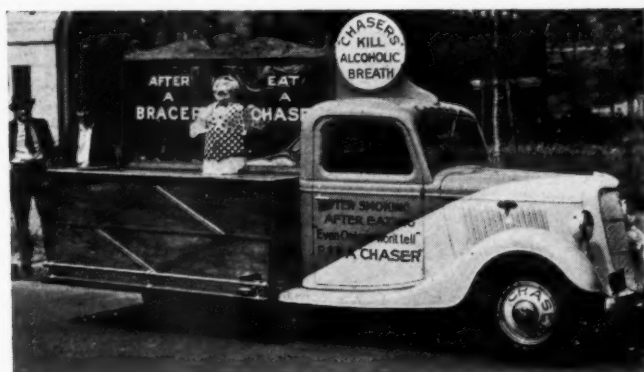
Borden's cream bottle truck backs the company's advertising in convincing Mrs. Consumer that "richer" cream is important news.



The giant camera opens to hold photographer's equipment. It has proved "not only an excellent advertising medium, but invaluable in taking care of rush jobs."



Seven Versions of Ambulatory Ads



Chasers, Inc., New York, sent this truck with its old-fashioned bar and amusing papier maché bartender around the country to introduce its lozenge which kills incriminating breath.



Life Savers, Inc., and the Beech-Nut Packing Company designed their trucks (above and below) to be reminders to the public of famous packages.



ENDING CORN SUFFERING IS EASY... AND SAFE

This Scientific Way! No fuss... no fuss... no discomfort... no danger of infection... just instant pain relief and safe removal of your corn in 3 days



What It Does

Blue Jay's scientific corn plaster... removes the corn... without pain... without danger of infection... in 3 days...

Try It Now

Blue Jay's scientific corn plaster... removes the corn... without pain... without danger of infection... in 3 days...

APPROVED BY 30,000,000 CORN SUFFERERS AS THEIR TYPICAL LISTENING TESTIFY

BLUE-JAY'S SCIENTIFIC CORN PLASTER

The last 3 days in the Life of a CORN!

Diary tells sad story of death struggle with arch-enemy Blue-Jay



30,000,000 people approve this safest way to end corn suffering

BLUE-JAY'S SCIENTIFIC CORN PLASTER

IF YOU HAD A TACK IN YOUR TOE...

You would certainly remove it and end the pain... being careful to avoid infection!



Every person who suffers from a corn is urged to read this carefully

Blue-Jay's scientific corn plaster... removes the corn... without pain... without danger of infection... in 3 days...

BLUE-JAY'S SCIENTIFIC CORN PLASTER

At the left, Blue-Jay's old copy; in the middle and at right, the new "comedy" and "shock" tested with it; in the story below, the results of the test.

Blue Jay Tests Shock and Comedy in Copy; Both Win

Sales Management has often begged advertisers to get more lightness and freshness in their copy — this test proves you can even be amusing about corns — and get results

TESTING advertising to prove pulling power seems a never-ending problem to merchandisers. Often, after tests, there seems no decisive answer. The riddle remains unsolved. Bauer & Black, Chicago, recently completed tests of three types of Blue Jay corn plaster advertising which, they feel, proved a point.

Blue Jay display advertising for years had followed a seemingly satisfactory idea. A typical advertisement, for example, had as its attention-getter a beautiful young woman, in negligee, gazing soulfully at her foot. Fair of face she was, with slender arms, slim legs, beautiful curves—a silky girl, well groomed.

Below might be a group of testimonials. Above, a heading which, in display type, might read:

"Ending Corn Suffering Is Easy... and Safe

"This scientific way!"

Following would be a dignified argument, in precise English, telling how the Blue Jay method was "no bother... no fuss... no discomfort."

The statement said, simply, that 30,000,000 corn sufferers had used Blue Jay corn plasters successfully for 35 years. The story emphasized the simplicity of application and the quick relief. Now that is a story of merchandising success.

But the management was not sure it was getting all it could get, in way of sales, out of its expenditures. So, after considerable deliberation, tests with new copy were decided upon. New advertising, striking two new notes, was laid out. This copy consisted of:

1—Humor and comedy; example, cartoon style, a man shaving with a little devil spearing him in the toe; same man at a drug store counter buying Blue Jay; scene in office, removing shoe with a much-worried devil watching; final scene, a very gay young man stepping high with the little devil, wearing ball and chain, flat on his back. No testimonials, but a short, much shorter, sales talk.

2—"Shock" campaign; built around the idea that a corn is shaped much like a tack, the little devil is shown driving a tack into a huge foot that,

cartoon style, takes up a third or more of the space. The advertising is headed, in large type, "If You Had a Tack in Your Toe." Then, "You would remove it and end the pain... being careful to avoid infection." Below, in a corner, a simple statement of what Blue Jay has accomplished. No testimonials.

Some hesitancy was held in regard to mixing humor and comedy with a subject that Bauer & Black wished the world to consider as a serious problem. Was it advisable to make a joke of it? Comedy, however, had been used widely to sell other merchandise. Business is always serious, and others used humor. Why not try?

The shock campaign brought no such doubts. But, the question was, would a big, unpretty foot be as attention-compelling as the pretty girl in negligee? The big-foot-with-a-tack-in-the-toe had its adherents.

Next came the problem of testing out the old against the new. How was it to be accomplished in fairness?

New York City was chosen as one testing ground. Then six typical middle-sized cities were selected. These were Peoria, Ill.; Harrisburg, Pa.; Manchester, N. H.; South Bend, Ind., and Utica, N. Y. One newspaper was selected for the test in each city.

Coupons were used in the New York City test based upon a special offer. This advertising appeared in the Magazine Section of the *Herald Tribune*. The tests in the other cities were based on over-the-counter sales.

SALES MANAGEMENT

Crews were sent into the towns to check stocks before and after the tests. These were checked against orders.

Each test continued for a period of nine weeks and the advertisements, in series, were juggled so that if a single piece of copy, or some temporary condition existed, the test might not be thrown out of gear.

When the whole thing was completed a table was made up to show the rankings. This showed—and here is the surprise—with the lowest puller given a base of 100:

	Old Type Comedy Shock	
Six cities	100	117 118
New York City. 100	117	118

The amazing thing about these tests is that exactly the same percentages were maintained for the coupon responses as for the over-the-counter

sales in the six test spots. It left the advertising department of Bauer & Black, and Needham, Louis & Brorby, Inc., who placed the tests, a bit groggy.

Few things, of course, remain proved permanently. Some questions arise. Did the comedy pull because it was comedy? Did the shock copy pull because it was shock? or was it merely because of the change in tempo? Had the familiarity of the readers with the old style copy become such that it had lost some of its pulling power?

At any rate Bauer & Black are convinced that they have learned something very definite by the test and the tack-in-the-toe and the little devil's comic defeats are to have a run in the newspapers of the land.

operative program. They will use Pickford point-of-sale material and reproductions of the magazine ads. They will increase materially their newspaper advertising in the five markets which they cover. Their own advertising-sales promotion total will be about \$100,000.

The electric refrigerator people had a good year in 1935. Still wondering if electric and gas refrigeration would not supplant ice as surely as the Ford supplanted Dobbin, SM's inquirer asked for figures from the Ice Refrigerator Manufacturers' Association. For the first four months of their fiscal year, which began August 1, he learned that members' shipments had increased 26.6%; orders had increased 29.9%; that for some time to come, probably, the five ice-box makers would not be able to fill orders.

Then he asked Mr. Kidwell how the American Ice group was doing in this respect. Since they started to sell ice refrigerators in 1932, as a means of stimulating ice consumption, it seems that sales have climbed steadily. In the five markets in 1934, it was shown, the companies' sales were 5,500 units; in 1935 they were 11,017 units. Quota for this year—Mr. Kidwell thinks the quota is too low—is 15,350 units.

The ice refrigerators retail for \$25.75 to \$150. The "modern ice refrigerator," however, starts at about \$50.

Still thinking of Ford and Dobbin—specifically, this time, of Dobbin replacing Ford—in the refrigeration scheme, your reporter asked American ice executives about replacements. Was it merely a case of "modern ice refrigerator" replacing old ice-box? Or replacing mechanical refrigerator? They had no figures on the actual number of mechanical refrigerators which they replaced by ice last year, but said there had been "hundreds" of them. This was done, it was explained, despite the fact that no trade-in allowance was made on used refrigerators in New York, Philadelphia, Baltimore and Washington in 1935. (The allowance is being reinstated in New York.)

As ice producers, selling some consumers themselves but also supplying a large number of dealers in their cities, the American Ice group is stimulating the sale of refrigerators in a way similar to that of the electric and gas utilities. They are trying to build their ice "load." On the refrigerators themselves, it was said, they "don't make a dollar."

They will work actively with the national ice program because they believe they are not in a dying but a reborn industry.

American Ice Company Divisions Double Ice-Box Sales in Year

H. H. KIDWELL was telling SM about the cooperative ice advertising program. . .

Mr. Kidwell is vice-president of American Ice Company which, controlling Boston Ice Company, Boston, Knickerbocker Ice Company, New York, and American Ice Company, Philadelphia, Baltimore and Washington, is the largest producer of "water ice" in the East. He is also chairman of the operating committee of Ice Advertising, Inc., Chicago, which will spend \$600,000 in magazines and radio in the next few months in this industry's first major cooperative sales effort.

The cooperative fund was raised by some 4,000 members of Associated Ice Industries—five ice-box manufacturers and the rest ice producers and distributors. A variety of sales promotion and merchandising material is being provided by the Ice Refrigeration Bureau, Detroit.

Full pages in the *S.E.P.*, *Good Housekeeping*, *Ladies Home Journal*, *Woman's Home Companion* and the *American Magazine*, in color and black-and-white, start this month, just when G-E and Frigidaire and Electrolux and Kelvinator and the rest of the aggressive mechanical refrigerator people, aided by distributors, dealers and public utilities, are laying down their annual barrage of many millions of dollars. They will tell an arresting story: "Cold alone is not enough!" This story the water-ice people have been aching to tell for years. They are humble in admitting that their failure to do so has cost them much of their

market. But they still claim that 70% or more of homes which have any refrigeration are supplied by ice. And they intend to get more of it.

The joint campaign will show that "the modern ice refrigerator . . . is air conditioned." By using ice "in an entirely new way," it does "more than merely keep foods cold. It protects them against drying out—against losing flavor and food value—by surrounding them with constantly changing, clean-washed, moist air."

Also, "continually collecting food odors and removing them through its outlet," it "prevents food flavors from mingling." Emphasis will be made on lower initial and "use" costs; on the fact that the "ice service man need come only once in several days. It will not get out of order. A simple, inexpensive cuber will give you plenty of taste-free ice cubes in 3 to 5 minutes."

Nothing will be said about alleged poisonous refrigerants used in electric refrigerators; of defrosting trouble, or mechanical breakdowns.

For 26 weeks, starting February 11, Mary Pickford will hold a series of "Parties at Pickfair" on behalf of ice refrigeration. Other actors will be weekly guests. Al Lyons and his Cocoanut Grove orchestra will provide the music. The program will be broadcast from Hollywood over a 60-station CBS network, starting February 11.

Donahue & Coe, New York, is the advertising agency.

Mr. Kidwell pointed out that the American Ice group of companies intended to tie in with the national co-

Are too many of us looking for sales "stunts" and overlooking the simple fundamental that goods well demonstrated are half sold? This article was written by a well-known automobile man, but it applies to almost any product you may have to sell.

Wanted: Thousands of Salesmen Who Will Demonstrate Their Wares

MORE people can be sold a particular make of passenger car or truck—or any other of hundreds of products, for that matter — when manufacturers, dealers and salesmen recognize that demonstrations are still an important factor in retail selling.

Economic conditions, beyond the control of the manufacturer and his retail outlets, will always govern total volume, but the percentage of available business secured by an individual manufacturer and his dealer organization can be increased by more intensive training of retail salesmen.

When the final new car and truck registration figures for 1935 are available, it is conservatively estimated that over three million units will have been delivered at retail. How many of these passenger cars and trucks were sold? How many of them were bought? No one knows, and your estimate is as good as mine, so let's look at some figures that have been compiled by outside sources.

Numerous investigations indicate that in the past as high as 75% of the automobile purchases have been made by people with whom the dealer or his salesman has had no previous contact. The buyer came into the showroom with his mind made up. He seldom asked for, or was offered, a demonstration. He apparently knew what he wanted and bought it. How then can we change the buying habits of people who do not give us an opportunity to show our product?

We believe the answer is *more demonstrations*.

More contacts with owners, our own as well as those who now drive some other make of car or truck, will automatically produce more demonstrations. More demonstrations will sell more cars—for merchandise well demonstrated is half sold.

Success is contagious. It creates enthusiasm and spurs men on to greater accomplishments. But success can also be dangerous unless it is tempered

with common sense. Every successful manufacturer has at some time produced a product that literally took the public's fancy by storm. The demand was instantaneous and apparently unlimited. Under such conditions, salesmen are likely to mistake buying for selling; but the time always comes when it is necessary to go back to fundamentals: Finding prospects, contacting owners, and making demonstrations.

Because we live so close to our own products, we often assume that what is clear to us must obviously be understood and appreciated by others. We take too much for granted. We forget in a few short months that features and improvements that stimulated our enthusiasm and desire for ownership still hold the same appeal for thousands of buyers who have never been asked to ride in our cars. Any man who has sold automobiles at retail knows this is true. That is why the

automobile industry needs and seeks salesmen who will make demonstrations a definite part of every sales approach—not only when the product is new to them, but throughout the year.

In other lines of retail selling, salesmen must constantly demonstrate to sell. For example, you buy a pair of shoes and the salesman has you try them on to demonstrate their fit. He calls your attention to their style, construction and quality. This is salesmanship—true, but salesmanship by demonstration.

The same procedure is followed in the purchase of a suit of clothes, a hat, and hundreds of other articles we buy for our personal use.

It is stated by merchants handling men's ready-to-wear clothing that the percentage of "lost sales" is extremely small once the prospective purchaser has tried on the coat, vest and trousers, and the salesman has called the fitter. Demonstration by the salesman has stimulated the buyer's desire for ownership, and a further demonstration by the fitter that he knows exactly what is needed to complete the sale is the final link that establishes the buyer's confidence in the firm, its merchandise and its method of serving customers.

In selling a hat, the salesman first determines the size, the color and style in which the buyer is most interested. He then makes sure that as soon as the hat is tried on the prospect sees himself from every angle, either by means of a pedestal mirror on the counter, or a three-way wall glass. He knows that details like the width and roll of the brim are important factors in his demonstration.

The technique of the vacuum cleaner salesman who makes a door-to-door canvass is another interesting example of salesmanship by demonstration. Fortunate, indeed, is the salesman who can sell the housewife on allowing him to demonstrate what his machine will do just after the rugs and carpets have had their weekly cleaning, for nine times out of ten he can dem-



BY

W. E. HOLLER

Vice-President and General
Sales Manager,
Chevrolet Motor Company,
Detroit

onstrate the possibility of greater cleanliness and sanitation; and he knows from past experience that demonstrations make sales.

Regardless of what we buy, we demand to know that the article fits, how it is made, or that it is the best we can buy for the money we are willing to spend. In other words, we demand demonstrations, and we know that in these days of keen competition, good demonstrations frequently change our buying habits. Your own experience is proof of this fact. How many times have you changed your mind and bought something entirely different from what you originally contemplated because of a good demonstration? You may never admit it to anyone but yourself, but the fact remains that the demonstration frequently sways your choice.

Men Need "to Be Shown"

In the retail selling of motor cars, however, we know that too many salesmen either avoid making demonstrations or do not know how properly to demonstrate the product they sell. Unless this were true, we would be selling more cars to people who are now driving, or who are now contemplating the purchase of, other makes—we would be demonstrating to, and changing the buying habits of, more new car buyers who have definitely decided to purchase now or in the immediate future.

Perhaps we are solely to blame for this condition; perhaps at least part of the fault lies elsewhere; but regardless of the cause, we are sure of one thing—we need salesmen who can make convincing demonstrations, and we intend to build that kind of an organization. To that end we at Chevrolet have pledged our cooperation and untiring efforts to 10,000 dealers and 25,000 retail salesmen.

Whether we realize it or not, we are individually and collectively a nation of demonstrators. Our lives are a series of demonstrations. In our daily contacts we demonstrate our personalities. The manner in which we buy necessities and luxuries demonstrates our thrift or extravagance. Our conduct at a World Series ball game demonstrates the heights to which our enthusiasm rises or despair plunges. Our tastes in literature, music, art and science demonstrate the breadth of our education and our desire for more knowledge. The manner in which we alternately praise and criticize our fellow men whom we have elected to positions of trust and responsibility, frequently demonstrates our fickleness,

(Continued on page 187)

The Scratch-Pad

Something somehow went out of my life when an old and trusted friend compared the taste of champagne to that of citrate of magnesia. I thought back to those cool and fragrant cellars at Rheims, and a certain ecstatic sample on the house. Citrate of magnesia, my sister's cat's duodenum!

Chesterfield delved into ancient history for its slang word, "bamboozlin'." In Bartlett's Dictionary of Americanisms, published in 1848, we find the verb "to bamboozle." Land-ee-oh! What in the nation!! My stars and body!!!

On the other hand, in this same pre-Civil War glossary, I ran across such expressions as "chisel," "to go for," "cracked," "gal," "hang around," "pony up," "raft," "sappy," "slick," and "squirrel," in all their current connotations. I was disappointed not to find "scram," "hot money," and "put the finger on."

Lew Conarroee says a gold digger is interested chiefly in purse-onality.

"F. F. V." may mean "First Families of Virginia" in the Old Dominion, but to the country at large it means "February Furniture Values."

Slogan: "Get a lift with an Otis."

In my opinion, World Peaceways went to town in the January *Fortune* with that powerful page headed: "Hello, Sucker."

It is once again in order to speak of "a can of beer." But it does not mean what it did in the days when Maggie Cline was singing: "Trow Him Down, McCloskey."

"KOOL-AID makes 20 frozen suckers." So does a Byrd Expedition, more or less.

Revere Copper and Brass dipped into the old Avon for that headline sent in by one of my valued correspondents: "The taming of the screw." Down in the text, they say: "The thread's the thing." I suppose their automatic screw machines make the most unkindest cuts of all.

With NRA moving over to make room for AAA, I hope nothing happens to NBC and CBS. Long may they wave-length.

According to *The Sealtest News*, organ of the Sealtest System Laboratories, Inc., the installation of modern ice-cream bars has upped gallonage as much as 10% in some places. "Just one more vanilla, Eddie, and we'll all go home."

Stopper by Arrow Shirts: "Start the New Year white."

If you can believe the advertisements of shaving creams, safety razors, and allied products, shaving is just about the most fun a fellow ever had.

It means more work for the copy department, but there is a growing trend to fit copy to the medium carrying it. Recent example: The Travelers Insurance Company page in *The Literary Digest* headed "The Spites of Life," and appearing opposite the *Digest* department, The Spice of Life.

With two national political conventions scheduled for this year, there ought to be a sales opportunity for the Air Reduction crowd.

Advertisers prate about Vitamin D and doubtless sunshine has its good points. But I often think of the turtle and his impenetrable shell, frequently dying at the tender age of 200 years, for lack of Vitamin D.

Every year is leap year for the pedestrian, as no fewer than 76 columnists will say, As Winchell *did* say, after this was written.

"Only the Hearst magazines tell their readers 'Who Sells It.'" Maybe we can soon get rid of "Ask your dealer."

"Liquor Men Lose Suit."—Headline. A barrel should be no novelty for them.

The rock-ribbed Republican city of Philadelphia put business ahead of politics, bid for and got the Democratic National Convention. The shades of Matt Quay, Boies Penrose, Jim McNichol, and Bill Vare, however, swooned at the news.

Some of the so-called underprivileged are still wearing Army overcoats, issued presumably in 1917. No manufacturer can afford to make clothes that good—except for the Army.

I may never be called upon to address a graduating class, but I think I should have to tell them that four years as a ward politician will take them farther and faster in business than four years at a university.



T. Harry Thompson

T. Harry Thompson



When the Prospect Shouts "Boo!" to See You Jump

BY BRUCE CROWELL

Ewing Galloway
The prospective buyer's bark is often followed by no bite at all. The salesman who sticks to his story in the face of such bluster may find it sheer bluff . . . often wins the buyer's approval—and order—by calling it.

AN advertising salesman told me of an experience he had recently which so well illustrates two simple basic principles of salesmanship that I want to pass it on to you.

Anderson sells space on a business paper. Let's call it *Plumbers' Review*. Anderson had been soliciting one of the largest companies in its field for a campaign of 26 double spreads in color in his paper for 1936.

From the very beginning the client took the stand that such a campaign would involve too much of an investment. He was sold on *Plumbers' Review*, but he thought 26 pages in black and white was about all the budget could stand. When the list was made up, the publication went on the schedule for that much space.

But Anderson wasn't so easily satisfied. He had given this manufacturer's problem some serious study and he had concluded that his position in the field, the quality of what he had to sell, and all other factors in the situation demanded a campaign that would be truly outstanding. Anderson knew his medium. He knew he had a profitable buy for his client. He was completely convinced that 26 spreads in color would be a justifiable investment. He continued to sell and

re-sell his prospect, even during the time the final list was awaiting approval of the advertising committee.

A day or so before the schedule came up for final approval, he telephoned his prospect and fired several more rounds of ammunition in favor of the 26 spreads. The client finally said, "Now, Anderson, you know you're on for 26 pages. And I might say that your continued efforts to get spreads have had almost the opposite effect on me that you've intended them to have—they've just about *unsold* me on *Plumbers' Review* entirely."

Somewhat nonplussed, Anderson came back at him: "Well, sir, I'm mighty sorry you feel that way, but I've been convinced from the beginning that a company of the standing enjoyed by yours ought to do a really outstanding job, and I've tried to sell you what I honestly thought would be the kind of campaign you ought to have."

The client hung up the receiver. Anderson spent the day wondering if he'd lost his 26 pages in black and white by standing his ground.

The following day Anderson's phone rang. It was his prospect.

The prospect said, "I just wanted to tell you the schedule has been approved. You'll get 26 spreads in color."

Thinking the matter over later, Anderson decided that the buyer's remark of the day before was nothing but a test to see if he'd stick to his story, or if he'd break down in the face of the challenge and say, "Well, perhaps I was wrong—perhaps 26 pages is enough." There's some mischievous streak in buyers which leads them to make such experiments. All of us run into it now and then.

The two things that struck me about this piece of selling were these: Anderson wasn't afraid to strike for a big order when he knew the buyer actually *needed* what he had to sell. And he had the courage to stick to his story to the very end in the face of a big bluff. Such tactics are those of the true star salesman.

Reprints of this page are available at three cents each, remittance with order.



Now in effect

SPECIAL SUNDAY RATES

for Long Distance telephone calls

AND

REDUCED PERSON-TO-PERSON RATES

after **7** every evening



The Bell System now extends to all day Sunday the same reduced rates which have been in effect on long distance station-to-station calls after 7 p.m. each evening. The reductions apply to most calls on which the day rate for three minutes is more than 35 cents, and range from about 10 per cent on some of the shorter calls to 40 per cent or more on distant calls.

The Bell System also now offers reduced rates on person-to-person calls every night after 7 p.m. and all day Sunday. They apply, in general, on long distance calls on which the day station-to-station rate is more than 35 cents. The discount on most person-to-person calls is the same in money as on station-to-station calls between the same places.

In both social and business affairs, these new Sunday and night rates offer you a broader service at a lower cost. They widen your telephone's usefulness.

BELL TELEPHONE SYSTEM
FEBRUARY 1, 1936

TYPICAL THREE-MINUTE RATES

FROM	Station-to-Station			Person-to-Person		
	Day Rate	Sunday and Night Rate	Reduction	Day Rate	Sunday and Night Rate	Reduction
New York to Philadelphia	\$.50	\$.35	\$.15	\$.75	\$.60	\$.15
Pittsburgh to Cleveland	.70	.40	.30	1.00	.70	.30
Chicago to Cincinnati	1.20	.70	.50	1.60	1.10	.50
St. Louis to Chicago	1.25	.75	.50	1.65	1.15	.50
Detroit to Boston	2.55	1.40	1.15	3.25	2.10	1.15
Washington, D.C., to Kansas City	3.50	1.90	1.60	4.50	2.90	1.60
Miami to Boston	4.50	2.50	2.00	5.75	3.75	2.00
Denver to New York	6.00	3.50	2.50	7.50	5.00	2.50
Washington, D.C., to San Francisco	8.50	5.00	3.50	10.75	7.25	3.50



Reminder at Point of Sale: This display of NBC advertised products in the house furnishings department, constructed at trifling cost, cashed in handsomely on Mrs. Shopper's pleasant memories of radio entertainment.

The Biggest Waste in Radio: Failure to Merchandise the Advertising at Point of Sale

ADVERTISERS, with thousands of dollars invested in radio programs, are frequently disappointed at retailers' failure to capitalize on that radio prestige at the point of sale. More often than not, the failure to extend the returns of radio advertising lies at the manufacturer's door because he fails to give his dealers a specific plan for merchandising that advertising.

How both dealer and manufacturer can multiply returns from radio advertising with the correct type of retail promotion tied up with the advertising program is well illustrated by the experience of Trask, Prescott & Richardson Company, Erie, Pennsylvania, department store. This store, on its own initiative, carried out a series of special promotions carefully planned to get the most out of current radio broadcasts. Sales increases on these products ranged from 25% to 300%. Twenty products accorded less active promotional tie-ups averaged sales rises of 11.1%.

SALES MANAGEMENT reports T.,P.&R.'s experience and urges, as it does so, that every manufacturer who has a program on the air study the plan used by this store with the thought of developing something along similar lines to offer to his dealers.

Howard J. Holcomb, sales and ad manager of Trask, Prescott & Richardson, decided to feature the products carried by his store which were advertised by the National Broadcasting Company network. The chain gladly

supplied him with pictures of Radio City, pictures of famous announcers and cuts of the NBC microphone.

A full-page newspaper announcement told readers that a T.,P.&R. window would be devoted to a display of NBC announcers' pictures. Some 24 products on the NBC air were also mentioned and the program time given. Erie citizens were curious to see what their favorite announcers



Sales and Music: Good will created by Hoover's radio program was converted into powerful sales ammunition when the program was tied in with newspaper advertising and window and floor displays during this store's special "Hoover Week."

Most manufacturers who are using radio are failing to get proper returns from their investment because they do not offer their dealers a concrete tie-up plan. See what this one retailer did, on his own hook, to cash potential demand created by radio advertising. Then use his experience to create a program for your own retail outlets.

SALES MANAGEMENT

looked like, and the display attracted plenty of attention. From then on all T.,P.&R. ads contained the radio programs of those 24 items.

Manager Holcomb wondered if behind the enthusiasm for his plan any new sales demand was being generated. He played up an NBC advertised product, Johnson's Glo-Coat, for a week. Comparing the period with the year before, sales were up 40%.

Encouraged by this start, Mr. Holcomb used the store's largest window for his next step. Pictures of the different entertainers on NBC programs were displayed, as well as the products they advertised. Lanny Ross, who was to make a personal appearance in Erie, was given the spotlight. Inside the store's front door was a big floor display. By the middle of the week it was necessary to send rush orders for more goods—not only for more "Lanny Ross products" but other radio-advertised products as well.

Six other manufacturers' wares were also given special weeks. "Lux Week" featured four Lever Brothers' soaps. The housewares department gave Lux and Rinso the stage center; the toilet department focused on Lux and Life-buoy soap. Lever Brothers, in addition to supplying pictures of their radio entertainers and cut-outs for store and window display, ran a newspaper page. Both NBC and Lever Brothers' soap were joined in the T.,P.&R. newspaper advertising. A sales increase of 110% was written up.

"Bab-O Week" brought the coop-

The Saturday Evening Post *Scores Another First*

The instantaneous drying of letterpress ink has now been added to the list of mechanical achievements of The Saturday Evening Post

● Since *The Saturday Evening Post* some years ago developed the multi-color web perfecting press and the widely used wax spray method of preventing offset in high-speed, large volume magazine color printing, the major problem has been to find a safe, practical and economical method for instantly drying ink so that one side of a web of paper could be printed in one or two colors and the reverse side in four colors in one continuous operation without any danger of smearing or blotting the first side printing. Various methods have been tried but until now none of them has been successful.

● Today, after much experimental work, *The Saturday Evening Post* has presses in operation that print both sides of a swiftly moving web of paper in a matter of seconds—the side first printed *being dry before* the paper reaches the cylinder that prints the second side. This method finally eliminates all those disadvantages known variously as first side “smudge,” “smear” and “lick-off” in web perfecting printing.

● Production men on the staff of advertisers and advertising agencies are invited to visit our manufacturing department in Philadelphia. There they may observe freshly printed sheets lifted directly from the delivery of these web perfecting presses with the printed pages sharp and clean and the ink as dry on the first side as it formerly has been after eight to twelve hours drying. You may pass your thumb across the freshly printed surface without damaging the printing.

The necessary mechanical changes are being completed and the resultant improvement in readability and appearance will be made available to the millions of readers and to the advertisers of

THE SATURDAY EVENING POST

LADIES' HOME JOURNAL

COUNTRY GENTLEMAN

FEBRUARY 1, 1936

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eration of the B. T. Babbitt company with window and counter displays. The store's newspaper tie-in was with the "Little Miss Bab-O" ether program. Sales increase: 200%.

A General Electric week brought a 25% sales jump. A Vigoro week helped push sales up 300%. During the Hoover vacuum cleaner week window and newspaper ads were likewise built around the radio period.

Palmolive soap was offering a European trip or \$1,000 as first prize in a radio contest. In its "Palmolive Week" the department store supplemented this by offering a \$200 wardrobe or the same amount in cash if the contest winner bought his soap there. Sales increase: 35%.

These sales rises were registered for

a three months' period, not merely for the week of special drives. Obviously the triple play—radio to newspaper to store—was of more than temporary effect.

For the first six months of its campaign the store bought no more newspaper space than it ordinarily uses. The store displays were supplied by the national advertisers at a small cost.

Trask, Prescott & Richardson is an average store in a city of 100,000. Its experience can be duplicated, adapted and improved upon by many other stores, large and small.

This remarkable record of sales increases through intelligent use of radio tie-ups should cause air advertisers to plan similar efforts. Triple plays loom large on the sales scoreboard.

Although the company does not believe it can meet the price competition of local companies in every market, it believes that, with a nationally known, nationally advertised product at a price only a fraction higher than those of the local concerns, it can make greater progress. And as the New York-New England plan is expanded, it will adapt its sales and advertising strategy in each market to the specific competitive problems which prevail in that territory.

The plan also may make for wider distribution of the entire Canada Dry soft drink line. (Although Canada Dry Ginger Ale, Inc., distributes nationally Johnnie Walker Scotch whisky and other imported alcoholic beverages, the ginger ale salesmen are concerned only with the soft drinks.) The company distributes sparkling water and lime rickey, and also has a line of flavored carbonated beverages which are now sold chiefly in New York. But ginger ale still accounts for two-thirds of the total volume.

The company is not sure when—or whether—the direct-to-retailer distribution and sales plan will be put on a completely nation-wide basis, but a further step in that direction has just been taken.

The Set-up in Florida

In anticipation of the opening of the Miami plant next month, W. C. Collins, vice-president in charge of sales, has increased his direct-to-retailer sales force about 25%, to work with stores in Florida. The ginger ale is being shipped into the state, but now delivered direct to retailers. In a dozen Florida cities, under Frank E. Carson, advertising manager, the company has started a newspaper campaign and has begun its first intensive use of outdoor media. It is expected that the plan will be put into operation around Chicago and Los Angeles later this year.

The salesmen are all straight-salaried men, operating under division managers, it was explained. They are on-the-ground men, contacting the dealers in their cities regularly, trained to help the dealers sell. The advertising, Mr. Carson said, will be made-for-the-market. Sales, distribution and advertising branches of this development all will be centered on localizing the operations of this national company, and on meeting local competitive problems.

On the other hand, the national magazine advertising, which runs right through the year, will continue as a background of prestige and coordination.

Canada Dry Meets Local Rivals with Direct-to-Retailer Plan

IN the 13 years since Canada Dry Ginger Ale, Inc., came down from the North to conquer the United States its product has become the most widely sold ginger ale in this country. Its competition, however, has come primarily from local ginger ale companies, of which some markets have as many as 50.

Originally, with United States plants only in the East, Canada Dry sold through jobbers. In addition to about 1,500 jobbers, the company employed 125 salesmen to book orders through them. Its product has been consistently advertised. Within certain limitations, a definite and increasing demand has been created.

However good the product may be, however, the cost of transportation has caused the company to be unable to compete on a strictly price basis with local concerns. And however thoroughly the jobbers may have been sold on it, they had too many other products to handle, as a rule, to give sufficient emphasis to Canada Dry.

And so, several years ago, the company began to "move up" to its retail outlets. With plants in New York City and Hudson, New York, and at Worcester and Chelmsford, Massachusetts, Canada Dry does about 40 per cent of its national business in the New York-New England areas, and about 25% in New York alone. To reduce transportation costs other plants were established in Chicago (Maywood, Illinois) and Los Angeles, and one will be completed at Miami about March 15. There are also plants at Montreal, Toronto and Edmonton, Canada.

For many products, these would represent more than ample productive facilities. For ginger ale, however, a heavy product which must be sold at a relatively low price, freight rates were a formidable problem. And local competitors were able to make the most of it.

Three years ago Canada Dry started to distribute direct to retailers on its own trucks, in the New York and New England areas. At the same time it expanded its sales force in order to contact retailers direct in those areas. This policy brought about an increase in the company's sales force from 125 to 300 men. It has enabled them to contact the retail trade more closely. It has brought about a greater and more effective use of point-of-sale material, and closer tie-up with the company's newspaper and magazine advertising. It is also tending to reduce prices in these areas. And it has sold more ginger ale.

New York Gets 5-Cent Bottle

Seeking to increase the sale of Canada Dry not merely as a "mixer" but as a soft drink for the home, the company introduced in the New York area in November a 6-ounce bottle to retail at 5 cents. It also sells its 12-ounce bottle there for 10 cents, and its 28-ounce bottle for 20. Thus far the sale of the nickel bottle has been confined to New York. It has been consistently advertised there, right through the Winter, and is said to be selling well. Elsewhere the 12-ounce bottle sells at two for 25 cents and the 28-ounce usually at 20 cents.



"SPUD IN"

Oklahoma City Market's \$239,000,000 Sales Pool

"SHOWINGS" in the Oklahoma City trade area during 1935, according to noted economists, indicate a vast pool of rich sales-possibilities in this market for 1936! With over 239 million dollars . . . 45.7% of the state's retail sales . . . flowing through Oklahoma City trade channels . . . with 1935 bank debits (990 million dollars) gushing 15.3% above 1934 . . . and all indices showing strong upward pressures . . . the Oklahoma City market steadily strengthens its position as one of the nation's most profitable fields for sales development.

The deep penetration of the Oklahoman and Times is essential to strike "pay-sand" in the rich Oklahoma City market. These newspapers, going daily into 9 out of every 10 Oklahoma City homes; into 3 out of every 5 in the trade area, dig deep into this market's sales pool with signal effectiveness at ONE low cost. Concentrate your advertising efforts in the Oklahoman and Times, and share in Oklahoma City's "Gold Gush of '36."

★ SPUD IN—In the Oklahoma City oil field, "spudding-in" is the actual biting of the drill into the earth . . . its start toward "pay-sand"! An adequate advertising schedule in the Oklahoman and Times is another way to "spud-in" a vast pool of potential sales in the Oklahoma City market.

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

National Representative · E·KATZ · Special Advertising Agency

How California Makes Life Tough for Price Cutters

The Golden State has done more experimenting with fair trade legislation than any other in the Union, not without some degree of success. Hopes based upon California's laws have revived and strengthened the trade associations of that state. Here is a summary of the California law.

BY WALTER MITCHELL, JR.

Dun & Bradstreet, Inc.

(Readers are referred to the article in the January 15 issue of *SALES MANAGEMENT*, entitled "Legality Tests Fail to Discourage Spread of Price-Fixing Legislation," by Albert Haring, Associate Professor of Economics, Lehigh University, for a general discussion of the status of fair trade legislation both in individual states and in Washington.)

ON July 15, 1935, a law was enacted in California which, in Section 3, makes it "unlawful for any person . . . to sell . . . or advertise . . . any article . . . or service . . . at less than the cost thereof . . . for the purpose of injuring competitors." This basic statement of principles is followed by a rather vague definition of cost and by a description of the exceptional circumstances which warrant sales below cost and which exempt such sales from the operation of the law. These exceptions include the sale of damaged goods and discontinued lines and sales conducted by order of a court, also prices "made in good faith to meet the legal prices of a competitor."

California to Set Precedents?

California has long been one of the most active states experimenting in economic legislation, especially in the field of distribution. As a setting for such ventures the state is unique. In addition to being the third largest market for consumer goods among the 48 states, it offers almost "laboratory conditions" for experiments in the economics of distribution. Because it is so isolated from other large markets, with so large a part of its requirements manufactured at home or distributed from branch plants within the state, new schemes may be tried

and observed with a minimum of the confusing forces which impinge when important neighbors are operating on a different basis. For this reason careful observers believe that the character and fate of trade practice legislation pending in a dozen or more states may be largely determined by the administration and degree of success of the Pacific Coast experiment.

This new law follows and supplements several other enactments spread over a period of years and aimed at the same general problems and abuses. The most prominent of these has been the "Fair Trade Act" passed in 1931 which was primarily designed as an instrument to aid manufacturers in maintaining and enforcing resale prices on branded merchandise. That has been termed a miniature Capper-Kelly Bill and California was the first state to try it. Such laws have now been enacted in nine other populous states, but their value as stabilizers of business conditions has been at least temporarily and partially neutralized by pending litigation, wherein the essential clause of the law has been declared unconstitutional by lower courts in New York and California.

Provisions of the New Act

The new "Unfair Practices Act" seems likely to enjoy a more favorable consideration by the courts and is thought to promise a more permanent curb upon merchandising abuses. It is, therefore, worth careful study, but attention given to this analysis is not to be interpreted as advocating or defending it. Its shortcomings will be pointed out where they are evident to the writer.

The unusual provisions of Section 5 of the act may prove to be its most significant phase if they are as successful in application as proponents of the law now hope. This section has been misinterpreted frequently in the press as requiring a fixed mark-up by retailers, or as providing for the fixing of definite prices. The essential phrases of the paragraph are as follows:

"In any . . . prosecution of any person . . . it shall be sufficient . . . to prove the unlawful intent. . . . Where a particular trade or industry . . . has an established cost survey for the locality . . . the said cost survey shall be deemed competent evidence to be used in proving the costs of the person. . . ."

This clause could become a rigid price-fixing device, if interpreted as requiring every individual to base his mark-up prices on average costs for his trade. However, this view is apparently rejected by the responsible business leaders, who realize the eventual damage to both prices and public good will which might result from rigidity.

Requires Costs Data

A type of business statistics usually compiled for educational purposes is given a new use and responsibility, as yet unadjudicated. The law does not say that such figures shall constitute the entire proof; it merely gives the "law of averages" an admission card to the court room. The framers claim that it does not violate the ancient principle of Anglo-Saxon law, whereby a man shall be deemed innocent until proved guilty. According to lawyers it does not place the "burden of proof" squarely upon the defendant. If it did, the burden might readily be declared unconstitutional, like a number of other recent burdens. It does place upon the respondent the burden of "going forward," presenting to the court the necessary information about his own costs to give the court an adequate basis for its decision and to refute the allegations of the complaint.

It is designed to solve the stalemate encountered by many code administrative agencies under the NRA. Even

READING TIME • 4 MINUTES 19 SECONDS

When Macfadden bought Liberty Magazine he made the only departure from his regular course in his long career as a publisher. Always before he had built his own magazines from the ground up. Here he took a magazine full grown, with a circulation of over two million and ready for service.

Macfadden says that what he bought was an idea that was successfully paralleling in its field what he had done in his field.

Here was a magazine that had acquired the largest voluntary* weekly magazine circulation in America and had done it in less time than other magazines usually take to add a bit to their old circulations. Here was a publisher who had walked in and developed over two million NEW magazine-readers, practically without touching any of the other circulations in America.

In other words, he had uncovered an entirely new field and made it possible for the business interests of America to reach an entirely new audience. He was the only other publisher in America who had done this particular thing and he had done it in a new field of a far wider range than Macfadden publications themselves had ever touched.

* * *

Now, just what kind of a publication had Macfadden bought, and why had he bought it? Just what was this idea which this other publisher saw and which Macfadden bought as quickly as he had the opportunity?

These two publishers saw that there was a "speeding up" of American life due to the speeding up of American activities. Manufacturers were turning out goods at a terrifying rate; automobiles were holding a pace of fifty miles an hour on the highways; salesmen were covering twenty cities in a week.

This was a thing that was not graded to class or mass. It was a thing that ranged through groups in all walks of life. Some groups resisted it stubbornly, others espoused it heartily. But it was evident to any thinking mind that millions upon millions of Americans were "stepping faster." It was not a change in the character of these people. It was merely a change in the "tempo" of their living.

Once having come to this analysis, it was clear logic that if anyone could set the "tempo" of a magazine to the "tempo" of these lives, he could

* Voluntary circulation is the number of copies of a magazine that people will buy, issue by issue, if left to their own devices. (Advertisement)

not only have all the circulation he wanted, but, what is far more important, *he could have the most active, responsive magazine circulation in the American field.* And this would be especially true of the weekly field which sets a far quicker pace in itself than the monthly field.

And that's why Macfadden bought Liberty Magazine.

Who wouldn't, when he saw this new trend in American life and, therefore, knew the tremendous potential possibilities of this new field? And don't argue about the buying potential of that type of readers whose lives are speeded up. They may or may not "buy in haste and repent at leisure." But they buy—IN HASTE.

Any salesgirl, any salesman can tell you about that. Before the woman opens her mouth, the girl behind the counter knows whether that woman is going to spend the next half hour trying to decide on a particular stocking or glove or brand of coffee or what have you, or whether she is going to make up her mind in the next thirty seconds and buy it and be gone.

Any salesman knows, before the customer opens his mouth, whether there is going to be a purchase of an automobile or a refrigerator or what have you, right then, from him or from somebody else, or whether the purchase of that automobile or refrigerator or what have you is just an interesting topic of discussion for the time being, to be decided on some time—if and when.

And all of this has nothing to do with the nicety of the people involved, but purely to do with the tempo of their lives. But, Oh! how the salesgirl or the salesman loves that type of mind with that tempo of living that is impatient of dawdling or delay, but comes to its decisions definitely and quickly with a short-clipped, "I'll take this," or "I'll take that," and TAKES IT.

That's a sale. *And America lives on sales.*

* * *

No wonder that this type of people had to have this type of magazine. No wonder it had no time for an Elizabethan type of literature that wandered its leisurely way even in magazines through pages and chapters before it came to its point. No wonder that millions of such people had never been weekly magazine-readers, or at least consistent magazine-readers, before.

This, then, is the place that Liberty has filled in American life. Everybody knows now that the place was there and waiting to be filled. And that it supplies one of the quickest, most decisive buying markets in America. It couldn't be otherwise.



"I can tell he's getting more orders than cancellations—last night he asked me where I wanted to go instead of just taking me somewhere else."

though all informed parties might be fully convinced that malicious and discriminatory price-cutting had occurred, it was ordinarily impossible to charge a man with selling below cost unless his books were available to determine his costs; yet a subpoena could not be issued for the books unless warranted by some substantial indictment. Regardless of individual opinions about the desirability of the NRA or about the administration of the codes, it can be safely asserted that the business public gained a liberal education in the difficulties which will surround the enforcement of any laws for the regulation of business. Therefore, if this California plan works, it may be a major contribution to the question of whether any regulation of merchandising and pricing policies is practical.

Section I has a more familiar character and might be described as a specialized restatement of one of the principles of the Clayton Act. It outlaws the intent to injure competitors by price discrimination "between sections, communities or cities or portions thereof" except such as are warranted by "difference, if any, in the grade or quality, quantity and in the actual cost of transportation from the point of production . . . or . . . manufacture" or by "the meeting in good faith

of a competitive rate." Misapplication of this section for the persecution of chain stores is not impossible to imagine. The very nature of chain operations permits easy comparison of prices between communities, and comparisons may be odious if one manager is trying to hold his own in a local price war. On the other hand, California skeptics point out that the necessity for proving malicious intent seems to make this provision as tenuous and impractical as similar previous efforts.

Another provision, Section 4, disqualifies the "invoice cost of said article or product purchased at a forced (or) bankrupt . . . sale . . . as a basis for justifying a price lower than the one based on the replacement cost as of the day of said sale . . . through the ordinary channels of trade, unless said article . . . is advertised and sold as merchandise purchased at a forced . . . sale . . . and said advertising shall state the conditions . . . and the quantity. . . ."

According to latest reports available, neither of these last-mentioned provisions has yet been tested in court, but the leaders of California industries and trades feel that the law has already proved its value in decreasing the amount and extremity of price-cutting

The only two cases taken to court, according to the records at hand, have resulted in acceptance of consent decrees by the defendants, one of them a nationally known merchandising organization. This outcome might mean that advocates of freedom in merchandising preferred to play ball in view of pending drastic legislation against chain stores, but California association executives prefer the rumor that counsel for the defendants did not believe the law could be challenged on constitutional grounds. In one case a staple food article had been sold below the prevailing wholesale price as a "loss leader" or "special." No question of the retailer's operating cost was involved, hence the case was better as testimony for the good judgment of its promoters than as a test of the definition of "cost" in the law. In the other instance, free inner tubes were being offered in connection with the sale of tires during a promotion campaign. The respondent organization abandoned a campaign on which they were said to have spent a considerable advertising appropriation. In summary, it may be concluded that the novel features of this law have not been adjudicated.

Trade Associations Strengthened

The legislature apparently intended to give the law a very broad foundation for litigation, and in Section 10 qualifies "any person, firm, private corporation, or municipal or other public corporation or trade association" as plaintiffs to request an injunction or sue for damages under the act. The courts are authorized to issue an injunction whether damages are found or not, and to assess triple damages if sustained. In Section 9, sales contracts in violation of the act are declared illegal.

Hopes based upon this law have revived and strengthened the trade associations of California, especially in retail and wholesale trades. Practically all interest in the NRA is said to have disappeared in California some months before the Supreme Court's decision of May 27, 1935; yet some of the more interesting objectives lingered in the memories and wishes of California business men and legislators. They have wisely given attention to the dangers in hoping for or attempting too much, as well as to the constructive good which they hope can come from selective and moderate use of this new weapon.

The leading trade associations of California retailers are laying out a two-stage plan for policing the sale of
(Continued on page 189)

TELL IT TO

...going UP

SWEENEY!

ISADOR OPPEN came from Russia forty years ago. His father died in Siberian mines, his mother in an East Side sweatshop. Isador ran errands and slept in a packing case. Isador wrapped packages and went to night school. Isador sold dry goods and ruined his eyes studying law under a ghetto gas jet. Isador once had a store on Allen Street, then a store on Fourteenth, and then a big store on Fifth Avenue, when real estate interested him more than retailing. Today Irving Oppen lives in England. Attorneys care for his interests. His wife collects emeralds . . . *That's New York.*

Seven generations of Stevenses starved on stony New England soil. The eighth, patent lawyer on Broad Street, diets to keep down weight . . . *That's New York.*

Sam Seeley, once the worst grocery clerk and best ukelele player in Starlight, Miss., has a Times Square office to handle his record and radio contracts . . . *That's New York.*

August Cooper, tenth generation of New Yorkers, has kept a not very successful grocery store in Brooklyn for thirty-seven years. His annual net income never exceeded \$4,000. Poor grocer, but proud parent. His daughter is a public school principal; his second son a successful engineer; his third, a floor trader on the Stock Exchange; his eldest, ex-Captain Infantry, 28th Division, A. E. F., D. S. C., lies under a small white stone near Belleau Wood. Little acorn, great oaks . . . *That's New York.*

Ten years ago Ethel Watts was a second-rate millworker in Erie, Pa.—and hated it. Today Ethel is a first-class chorus girl—smart, dependable—five seasons in hit shows—and loves it! . . . *That's New York.*

Joe Harris came to New York in 1910, a salesman for a Cleveland firm, at \$50 a week. In 1915, he was eastern sales manager. In 1921, his firm moved its home office here. In 1927, he became vice-president; and today has three homes, four cars, and an impressive servant pay-roll . . . *That's New York.*

THAT'S New York. And that's America, where most wealth is less than a generation old. Because New York is only a concentrated composite of America! Here from everywhere come nobodies with just a little more brains, luck, urge, energy. And here opportunity and

the breaks push them from nowhere to note, from shirtsleeves to celebrity, from the first dime to the first million—all in a piece of a lifetime! Not only is the list of arrivals larger here—but the *rate of arrival* is faster! Below the top flight are tens of thousands who make more money here than they ever could elsewhere.

All of which—if you spend your own or your firm's money for advertising—means that New York has more buying power and more in the making than any other large market. For appreciation and current yield, New York is easily your first advertising field today.

But remember: You must talk to big money and big names *before* they arrive. Afterwards they are too hard to reach, and too sought after; too hard to convince because they are armored with convictions!

So we again urge any firm which employs advertising to Tell It to Sweeney. Sweeney is the typical New Yorker, whose income *now* ranges from \$6,000 down, but will appreciate. There are 1,500,000 families of Sweeneys in New York City, and another million in the suburbs. Their jobs are more secure than most Americans, they suffered less in the depression. They support lots of outsiders on their relief rolls. They upped retail trade here in 1935, yet managed to keep \$4,047,761,000 in the savings banks. And they are started on another business upswing.

Advertising to the Sweeneys is easy and profitable because there are so many of them; and because most of them read one newspaper, The News. The News has the largest circulation in America, as well as the best market and the lowest advertising cost in America—which makes it a very economical medium. The News reaches a majority of the families in all income groups—and gets a majority share of advertisers' expenditure—because it does a majority job.

The News, like New York, is going up. Why not go up with it?



THE NEWS
NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND ST., NEW YORK
Tribune Tower, Chicago • Kohl Bldg., San Francisco

Gebhardt's Chili Finds Chicago Hot Market; Gains 4,000 Retailers

GEBHARDT'S, of San Antonio, has gained more than 4,000 outlets in Chicago since December 1. After manufacturing chili for more than forty years, decision to try for the Chicago market was only reached last Fall. In fact, this was the first effort to enter any market north of the Mason & Dixon line.

The start was made with a series of small teaser ads. These discussed, briefly, the glowing joy of eating chili, especially a superfine chili. Then Gebhardt's cracked open a full page in color in the *Chicago Tribune*.

After that a series of half-page, quarter-page and smaller space followed. Demonstrators were put to work in a number of the better stores. The Walgreen drug chain has been selling Gebhardt's chili at its fountains for a long time, but it had never been pushed elsewhere in Chicago.

Within a few weeks after the campaign started the A. & P., National Tea and Jewel Tea put in the chili. The Boston Store, the Fair and the Davis store, three of the big loop department stores, stocked it. The Davis store, in a single day after one advertisement appeared, sold 30 dozen cans. Several local voluntary chains added it and things began to move.

Co-op Ads Help Too

While the company has used only the *Tribune*, all papers were used in cooperative advertising entered into with the chains and bigger stores. Gebhardt's supplied, also, a variety of dealer helps—banners with full color photographs, window cards, snipes and other pieces.

Two demonstrators have been appearing in the larger stores. These demonstrate the full Gebhardts' line which includes chili powder, Mexican style beans, deviled sandwich spread, chili pepper seed and an original Mexican dinner.

Persons buying from the demonstrators are presented with a booklet entitled "Mexican Cookery for American Homes." This is neatly done in full color direct from color photographs. The recipes include tortillas, enchiladas, camaron (shrimps) estilado Louisiana, cariucho, arroz (rice)

a la Mexicano, frijoles (beans) and a variety of Mexican salads, sauces, canapes, and desserts; also, suggestions for parties, church suppers, menus, etc.

Some of the advertisements in the series carry coupons which, if signed and mailed in, bring one of the cook books. Response has been beyond expectations.

The drive has been centered in what are called the A and B market areas. These are in the more prosperous parts of the city. The C market is made up of those neighborhoods rated low in the wage scale and preponderantly foreign. Distinctly foreign districts, it is believed, are among the most difficult to win over to novelty in foods.

Costs More Than Rivals'

"Gebhardt's chili con carne is not sold on price," said T. A. Lambert, sales manager, to SM. "Our chili sells for about twice the price of some other brands. Our plea must be entirely on quality. We use the genuine Ancho chili peppers, a rare Mexican pepper. This is not a hot pepper but is more of a seasoning. Before we grind them we remove the seeds. We do not grind in the stems.

"We use good cuts of lean beef, no tongues, lungs, or tendons. Ours is first of all a meat product. There's plenty of meat and only a sparse mixture of beans. We use the pinto bean which cooks up soft and mealy. There are plenty of tricks we could use if we desired to make a cheap product, but we don't.

"We have stated these facts, frankly, in our advertising and sales material. We want the buyers to know that our chili is superior and that is why they pay more for it.

"Apparently the people of Chicago are willing to pay for the best."

The following paragraphs are taken directly from a half-page advertisement and give an idea of the copy employed:

"There's a surprise waiting for you . . . and what a surprise! . . . if you never sat down to a bowl of sure-enough chili that made your appetite happily aware of its honest Mexican origin.

"Why, even the aroma is different . . . a zippy, tangy, spicy odor that makes you as eager as a two-year-old at the barrier. And when you plunge your spoon into the red-brown gravy of this steaming bowl . . . well, you've started something that only a world of self-restraint will keep you from finishing in record time!

"Because real chili is something to enjoy with enthusiasm. It's neither a weak and watery soup nor a fiery concoction of some disordered imagination which caught its idea of Mexican cookery on the third hop!

"One bowl and you'll say, 'I've never in my life tasted chili to equal this!'"

The full-page-in-color splash carried a "double your money back" offer. The buyer was told to try one can and if not satisfied to return the label to the company in San Antonio and the price of the can would be returned twice over. The sales stuck.

First Tested in Dallas

Gebhardt's, technically the Gebhardt Chili Powder Co., made its first test of this type of advertising some months ago in Dallas. It was tried out on a bigger scale in Los Angeles. The Chicago campaign was put on with practically no change in the general copy.

From six to eight salesmen have been kept busy calling on the Chicago trade. Distribution is especially complete through the residential section along the North Shore up to Waukegan—about 40 miles from the Loop. This is the so-called "Gold Coast" district.

Many have long considered chili con carne something sold at the cheap food stands. Gebhardt's is making it a food of the well-to-do and the wealthy. The idea is that it is a very worth-while addition to the menu of those who can afford the best and are willing to pay for it.

"Manufacturing for price alone makes no one happy," said Mr. Lambert. "If we can't sell on quality why bother? Four thousand new, active outlets in a little more than a month we think has been a good job."

Organize Evans-Walton Co.

The Evans-Walton Co., Detroit, has been organized to market the automotive accessories developed by E. S. Evans and Sons. Products include Evans bat-RE-charger, Evans Wiper Blade Refill, and Touchup Tape. R. B. Evans is president; Thomas R. Walton is vice-president and treasurer. Mr. Walton was formerly vice-president of the Detroit Motor Valve Co., and vice-president and general manager of the McAleer Manufacturing Co.

SALES MANAGEMENT

AGAIN IN 1935
IN PITTSBURGH

THE PRESS *was*

1ST *in*

RETAIL ADVERTISING

GENERAL ADVERTISING

AUTOMOTIVE ADVERTISING

TOTAL DISPLAY ADVERTISING

CLASSIFIED ADVERTISING

TOTAL ADVERTISING

Authority: Media Records figures, exclusive of non-competitive advertising and lineage sold on the group basis

*The current rise in the index of
Pittsburgh District Business has
carried it to the highest levels
recorded since early in 1931.*

The Pittsburgh Press

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.



MEMBER OF THE UNITED PRESS
AUDIT BUREAU OF CIRCULATIONS,
THIS WEEK, METROPOLITAN
SUNDAY NEWSPAPERS and of
MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS • DETROIT • PHILADELPHIA • ATLANTA



Beech-Nut Circus: More than 200 moving figures bring the circus to life in this "motortheatre" of Beech-Nut Packaging Co. Artists worked six months to create the traveling ad. See story on page 128.

Lectures Build Business for Travel Agencies and Linage for Newspapers

Travel lectures play such an important part in selling steamship, railroad and hotel accommodations that now they are used on an organized basis to help newspapers build up travel advertising lineage as well.

This year five big-city newspapers are backing a circuit lecture series. They are filling lecture halls week after week—sometimes with overflow repeats—with illustrated talks on many foreign lands.

The series, directed by World Travel Institute, Inc., has been tied up in a number of other cities with local department stores.

The whole series of 20 weekly lectures is now running in 10 cities. One newspaper or one store sponsors the series in each of the 10 cities.

While each lecture is entirely free of commercialism, everyone in each audience is handed a program bearing a "coupon" on which one may check—above his name and address—the travel region which most interests him. These, filed at the door or mailed later, are producing thousands of inquiries which the local sponsor routes to travel agencies.

Customer good will is the main benefit of the series to department stores—Kaufmann's in Pittsburgh, Hochschild Kohn in Baltimore, Gimbel's in Philadelphia, Wanamaker's in New York and T. Eaton Company, Ltd., in Toronto.

Newspapers, in addition to the public good will feature, sponsor the series largely for its value to travel advertisers and prospects. The papers are: *Washington Post*, *Boston Globe*, *Buffalo Courier-Express*, *Detroit Free Press* and *Chicago Tribune*.

The lecture series is three years old

in Washington, where it was originally handled by F. W. Darby for the *Post* alone. W. Abbey, who is now national advertising manager of the paper, says the *Post's* total steamship lineage jumped from about 20,000 lines in 1933 to 48,000 in 1934 and that "thus far in 1935 we are very close to the top." Only the *Star* exceeds the *Post* in Washington at the moment.

Paul Mixer, general advertising manager of the *Detroit Free Press*, tells us his paper did not sponsor the series with the expectation of immediate lineage increases.

The *Buffalo Courier-Express* took on the series because W. E. O'Brien, advertising manager, felt it fits in so well with the work of the paper's travel bureau—one of the oldest in the United States.

How Many of These Questions Can You Answer Correctly?

How many of the following fundamental questions can you answer today with data which an impartial person could accept? How many of them can be answered at all? Wilford L. White, chief of the Marketing Research and Service Division of the Bureau of Foreign and Domestic Commerce, posed these questions in a talk given before the annual convention of the National-American Wholesale Grocers Association at Chicago on January 21:

1. Do you know the amount of merchandise a retailer must purchase from you annually for him to be a profitable customer?

2. Do you know what percentage of your accounts are profitable and how many unprofitable accounts you could drop and yet secure 90% of your present volume of business?

3. Do you know what savings you

could make by dropping unprofitable accounts?

4. Do you know what it costs you in selling and service expense to handle one account?

5. Do you know to what extent your salesman is calling upon customers where the cost of his call alone is greater than the gross profit from that account?

6. Do you know what types of retail outlets you are selling to and on which types you actually lose money?

7. Do you know what trends of style in product or packaging are indicated by consumer purchases?

8. Do you know how much it costs to handle each item, such as sugar or canned goods?

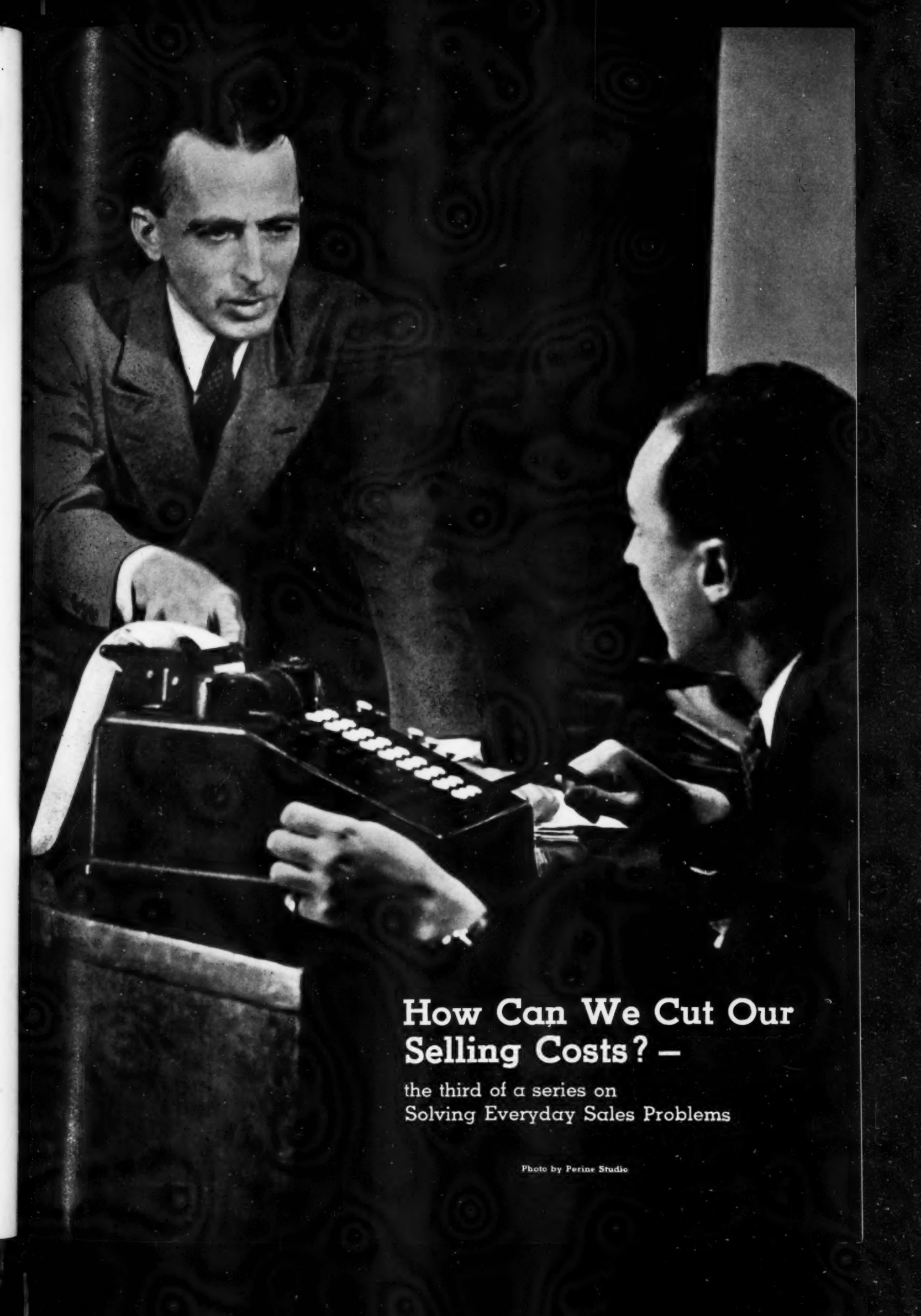
9. Do you know on what items you are making a profit, which show losses, and the profit position of your private brands?

10. Do you know the size of your most profitable territory?



Thomas W. Balfe, newly elected president of Alex. D. Shaw & Co., import division of National Distillers.

SALES MANAGEMENT



How Can We Cut Our Selling Costs? —

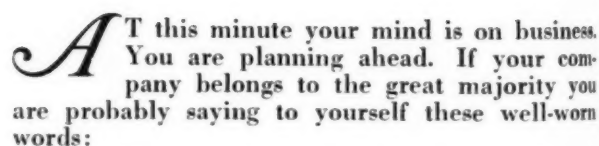
the third of a series on
Solving Everyday Sales Problems

Photo by Perine Studio

OWENS-ILLINOIS
UNITED STATES
AIR CONDITIONING
CARRER
IPANA AND SAL HEPATICA
GENERAL ELECTRIC
VITROUTE
LIBBEY
GLASSWARE
AUTOPPOINT
WEAVER
SODA FOUNTAINS
LIQUID
CARTER'S INK
BETHLEHEM STEEL CO.
HORMEL FOOD
BENDIX
PERODO BRAKE LININGS

COMPTON

GILMER
VITROUTE
LIBBEY
GLASSWARE
AUTOPPOINT
WEAVER
SODA FOUNTAINS
LIQUID
CARTER'S INK
BETHLEHEM STEEL CO.
HORMEL FOOD
BENDIX
PERODO BRAKE LININGS
IPANA AND SAL HEPATICA



"Our production costs are about level with those of our competitors."

"Our quality is as good as anybody's."

"Our prices are all right."

"So—to increase profits we've got to cut production costs further . . . or get more orders per dollar of selling cost . . . or both."

So much was done during the depression to improve productive processes . . . better methods, better machines, etc. . . that further savings there look small. The big opportunity is in cutting selling costs.

Let's assume that you have sound sales policies, that you have chosen your salesmen wisely, that you have trained them well, that you are alert in supervising and inspiring them.

Even though your rank is A plus on all of those phases of selling it is probable that an analysis of the way your salesmen spend their time would

These companies have made their salesmen's time more effective than the average as shown in the pie-chart

work out about as the average from other organizations, as shown in the chart at the left.

There are 1,440 minutes in a day and the 8% spent in actual selling means 115 minutes. Call it two hours. *That means only 10 hours per week per salesman on productive work!*

If your salesman gets \$50.00 per week you are paying him \$10.00 a day or \$5.00 an hour!

In these two hours of actual selling each day, he gets real sales interviews with 4 prospects (a fairly safe assumption)—which means that you are investing \$2.50 in each prospect. If he calls on each prospect 4 times a year you have a direct sales overhead of \$10.00 per year per prospect. And this covers only salary—not travel. It's pretty high-cost selling.

MAKE YOUR MEN BETTER CLOSERS

Probably there isn't much that you can do to increase the amount of time which your salesmen can spend with actual prospects. But what you can do is take out insurance that a larger part of the time spent with actual prospects can be used in closing business.

Every sales executive owes it to himself and his company—to say nothing of the salesmen—to make his salesmen's time of maximum productivity. A good salesman can get along without much help from the home office just as it is theoretically possible for a carpenter to build a house with only a hammer and a saw. But what a house it will be—and what a wasteful way of building when there are so many other helpful tools available!

Certainly so long as we are in a buyer's market, a salesman can not get big orders just by being a good fellow and exposing himself to business. The buyer wants to know a lot of things—about the quality, the terms, the price, the consumer demand if it is a resale article, how the product compares with competitive articles, and a host of other things.

Now if a salesman has to explain all of these things it is obvious that only a minute fraction of his time can be used in the all-important closing of the sale.

And that is why it is so important that the ground-work be laid for him.

How to lay that ground-work? It can be done to some extent by exhibits and shows, by catalogs and circulars, by letters. *And then there is advertising in good business papers.*

In every industry, in every trade, in every profession, there are good business papers which ferret out the leading buyers—the most intelligent, the most alert, the most responsive. They get and hold these men as subscribers because they render a service to these men which can not be duplicated by other means. They bring them news of improved processes, selling, accounting—all forms of management.

These good business papers reach your prospects regularly. They are invited guests. They reach homes as well as offices. They reach many men important to you whom your salesmen never see. They reach others more regularly than your salesmen can see them.

The advertising pages are read because they are an integral part of the magazines themselves. They share the belief and acceptance which the editors have built.

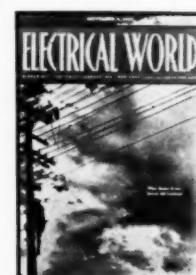
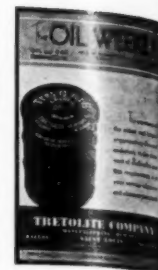
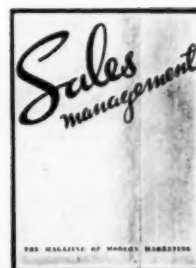
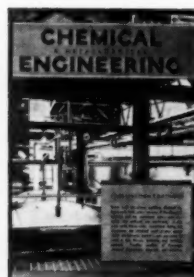
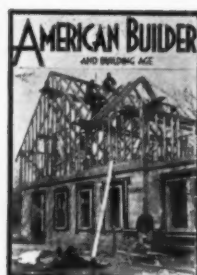
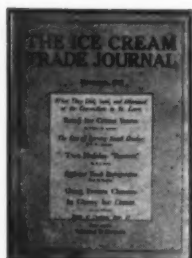
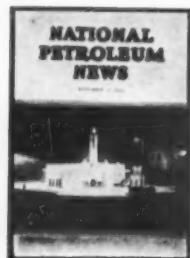
THE CHEAPEST INSURANCE

If yours is an average sales organization you are investing in sales salaries alone about \$10.00 per year per prospect. The cost of a full page in the average good business paper is between one and two cents per new subscriber (the cost per reader is even less.) Let's be conservative and call it two cents.

This means that for 24 cents a year per prospect you can buy a full page each month. Compare that with your fixed investment of \$10.00 per year as sales expense. Your insurance policy covering the readers of one magazine costs you then only 2½% of your salesman cost. At that cheap rate you can afford to use all the good magazines in each field.

Perhaps your salesmen are on a commission instead of a salary basis. It makes little difference so far as results to you are concerned. You want to hold your salesmen in line, you want to build up a force of hard-hitting productive men. Business paper advertising will help you just as much as it will help the organization which pays salaries. Commission men, too, can sell more if their time is made more productive—and making time more productive is one of the great contributions of the good business paper.

The editors of *Sales Management* asked consistent business paper advertisers in a variety of industries to tell why they kept everlastingly at it. Here are some of the replies:



JOHNS-MANVILLE CORP.
By *L. R. Hoff*, Vice-President
and Sales Manager:

"We believe good business papers are valuable tools in our business. And we have learned, after years of using them, that it is not the spasmodic bursts of advertising but the consistent use, year in and year out, that gets results. We spend between \$50,000 and \$100,000 carrying out this policy . . . their advertising pages ably aid us to address a large proportion of the very men we want to reach. That is the main value of business papers to us. This advertising forms a strong backing for our direct selling."

STEWART-WARNER CORP.
By *Frank A. Hiter*, Vice-President and
General Sales Manager:

"We do not use business papers as a supplementary medium. All our sales programs are strongly interwoven with the use of a selected and representative group of papers. Thus we are able to project our message into every market we are equipped to serve, as a forerunner of our intensive efforts in each field."

THE RUBEROID CO.
By *Herbert Abraham*,
President:

"To us, the use of business papers is like giving every one of our salesmen an assistant—an assistant that inexpensively contacts customers and prospective buyers with a definite sales message of our own choice. For over 40 years the Ruberoid Company has used business papers. Our investment in them has given business dividends in good times and in bad. That is why trade papers are always our first consideration in making up an advertising budget."

LANDIS MACHINE COMPANY
By *C. N. Kirkpatrick*, Sec. and S.M.:

"The Landis Machine Company has consistently advertised in business papers since our business was established. We shall continue because we have conclusive proof that the men responsible for selecting threading equipment keep posted on mechanical developments through trade and technical journals. The advertising pages are an up-to-the-minute catalog. . . . Business paper advertising, we have found, gives our sales organization the most effective support per dollar spent."

No. 3 of a series of analyses of major sales problems sponsored by the following business papers which received unanimous votes from a jury of disinterested experts as being:

"Honestly and ably edited, and rendering a real service to the trade, industry or profession they represent."

AMERICAN BUILDER AND BUILDING AGE, Chicago
AMERICAN MACHINIST, New York
ARCHITECTURAL RECORD, New York
BOOT AND SHOE RECORDER, New York
BUILDING SUPPLY NEWS, Chicago
CHEMICAL & METALLURGICAL ENGINEERING, New York

DRY GOODS ECONOMIST, New York
ELECTRICAL WORLD, New York
ICE CREAM TRADE JOURNAL, New York
IRON AGE, New York
JEWELERS' CIRCULAR-KEYSTONE, New York
LAUNDRY AGE, New York
MACHINERY, New York

NATIONAL PETROLEUM NEWS, Cleveland
OIL WEEKLY, Houston
PRODUCT ENGINEERING, New York
RAILWAY SIGNALING, New York
RESTAURANT MANAGEMENT, New York
SALES MANAGEMENT, New York
STEEL, Cleveland
UNDERWEAR & HOSIERY REVIEW, New York

USE THESE GOOD BUSINESS PAPERS TO CUT SELLING COSTS

Is a Home Building Boom Ahead? J-M, G-E and Others Push It

HOME building may develop a boom this year. Expert guesses at its probable size range up to 300,000 homes. One of the nation's most astute observers tells SALES MANAGEMENT it should be "50 to 100% ahead of 1935," when between 75,000 and 80,000 homes were actually built, according to advance estimates on F. W. Dodge final figures. So producers of materials and home equipment are getting up steam for a big year.

Johns-Manville Corporation has already started its building promotion—a national selling program that opened January 13 with a nation-wide, one-hour radio forum. J-M hopes to spot 150 or 200 "triple insulated" model homes to start local boomlets from Coast to Coast. Each is to be erected as the result of a J-M dealer selling the idea to a local architect, builder and banker.

Other manufacturers also are breaking out with building programs. General Electric is putting finishing touches to a plan that may create several hundred more "New American" G-E demonstration model homes—minus any more architects' contests such as troubled the building of 320 such homes in 1935. It expects to operate through joint local committees, as before, each headed by a G-E man.

A G-E central service to architects and builders will supply floor plans and basic specifications for proper heating, air conditioning, wiring, lighting, kitchen and laundry equipment, but beyond that each home can be designed locally. It will only be required that construction be of good quality.

General Electric will increase its local advertising in proportion to the use of G-E equipment in model homes. Its national advertising and other phases of the program are not set.

American Radiator Company is about to announce a building-boosting plan aimed in part at cooperation with big-scale "operative builders" who normally account for about 50% of new houses in this country. Briggs Manufacturing Company is now covering the country with a series of meetings to interest architects, plumbing contractors and builders in its sleek, new kitchen and bathroom equipment sold on an easy finance plan.

Celotex, Aluminum Company, Sherwin-Williams, Ruberoid, Owens-Illinois, Pittsburgh Plate Glass—these and other leaders with home building materials to sell have increased consumer

and dealer advertising and stepped up selling pressure.

Easier government loans—and proposed national mortgage associations to put more private money into building—are part of the selling story most of these manufacturers are using.

The Johns-Manville project—first in the field for 1936—is a long-time campaign. Its initial objective is the erection of as many "triple-insulated" model homes as possible. The spread of such construction through the country means real volume for J-M because the company can furnish about 28%

supplies a local newspaper campaign, shares the cost of it, offers a publicity service and provides at cost two elaborate home-owner books and other mailing pieces.

Back of the plan is Johns-Manville national advertising. Full pages and half pages run in *The Shelter Group* from February to September. Occasional columns are scheduled for *Saturday Evening Post*. An institutional campaign is slated for *Time*, *Fortune* and *Business Week*. A campaign to dealers is running in *The American Builder* and *Building Age*; another addressed to architects in *Architectural Record* and *Architectural Forum*.

All of the consumer copy offers the two J-M books, "Forty Points" for

This still from the Johns-Manville home-selling sound film, "The Forty-Point Home," shows our hero clinching a sale in a model house by using one of J-M's new selling tools—a full-size wall section on wheels that demonstrates how a house should be triple-insulated.



of all the materials that go into it: J-M roofing and siding; J-M inner-wall insulation; J-M plaster base and interior finish. These give a house triple insulation against fire, weather and high-cost maintenance.

Johns-Manville sells the plan first to its own hundreds of salesmen in conventions—the January meeting ran a week in New York; the February one brings Pacific Coast men together in Del Monte, Cal. Then, through this field force, the company concentrates on its thousands of dealers, stimulating every leader among them to get at least one moderately priced model house erected by hooking up a local architect, a builder and a banker.

One such home calls for a substantial initial order for J-M materials. The company provides the dealer with a detail plan for selling the idea not only to the architect, builder and banker, but to the public as well. It

prospective builders of new houses and "101 Practical Suggestions" for remodeling. Every consumer query, of course, is to be reported to the nearest dealer.

The heart of the whole Johns-Manville promotion is in its sound film, "The Forty-Point Home," for salesmen, dealers, builders and the public. This picture, produced by Reed & Emmons with Hollywood skill, traces the course of a J-M model home from the moment a local builder's ambitious son takes a notion to build one, right up through every stage of selling the idea to architect and banker, every important detail of building it, every worthwhile stunt in promoting it, to the very point-by-point demonstration that sells it and starts a local building boom.

This film is expected to perform a large part in Johns-Manville's 1936 campaign to get the country to build more homes and better ones.



AAA DOESN'T CHANGE RFD

Farmers will go on farming, eating, living, **BUYING** the things you make and sell...a market whose spendable income is up 150 percent over 1932. And **Successful Farming** will go on serving America's Agricultural Heart ...giving them the magazine of farm business and farm homes...giving you an opportunity to talk your wares to the greatest number of farm families... through the greatest RFD circulation in the world. Keen-witted merchandisers know that, AAA or no AAA, 1936 will deliver the greatest farm market since 1929. Meredith Publishing Company, Des Moines, Iowa.

SUCCESSFUL FARMING

THE LARGEST FARM CIRCULATION IN THE WORLD

Senator Borah Introduces Bill Banning Rebates and Advertising Allowances

Washington, January 25

BENEATH the deluge of economic crises which have inundated the Potomac River Valley which houses the Executive mansion, the Treasury, Agricultural Department and other affected bureaus, legislative machinery has been functioning on the "Hill."

Measures affecting sales and merchandising have been overlooked to some extent while the spectacular Patman Chain Store bill, the paralyzing AAA decision and Rice Millers case, and the Berry Industrial Council have absorbed attention.

Senator Borah's price control bill (S.3670—referred to the Committee on the Judiciary) is an excellent example. Borah's extended and eloquent remarks on Supreme Court left little to be said about his new measure, introduced on January 16, which "makes it unlawful for any person engaged in commerce to discriminate in price or terms of sale between purchasers of commodities of like grade, quality, and quantity."

The Borah bill is well worth watching. Any one of a number of things may happen when Wright Patman, over on the House side, starts to press for floor action on his bill, popularly known as the Chain Store measure. If the Patman bill passes the House at this session and goes over to the Senate, the new Borah bill may be offered as a substitute in Committee (Senate Judiciary) or later substituted on the Floor. The companion measure to Patman's bill (Senator Robinson's measure S.3145) is dormant on the Senate Committee calendar at present.

The Borah measure is much broader than the Robinson-Patman vehicle. Gas and electricity are included. Its chief merit seems to rest in the fact that it is more in line with the new Canadian Statutes.

Briefly*, the provisions of the new bill S.3670 make it unlawful:

1. To be a party to any transaction of sale which discriminates against competitors of the purchaser in so far as any discount, rebate, allowance, or advertising service charge is granted to purchaser over and above discount, rebate, allowance or advertising serv-

ice charge available at the time of such transaction to competitors where like grade, quality and quantity are involved.

2. To sell goods cheaper in one part of the U. S. and not the other in order to kill competition.

3. To sell at unreasonably low prices to kill competition.

The Patman Committee had not set a date for further hearings at this writing. Wright Patman was away temporarily. Congressman Bloom, member of the Committee, who, with Scott Lucas of Illinois, has been critical of the occasional divergence of the investigation (chain stores) objective, said "any information on the chain store investigation will have to come from Mr. Patman, the chairman." The writer wanted to know whether or not the Walgreen Drug company schedule of rebates and advertising allowances would be called by the Committee just as A & P and Kroger have been. The best estimate at the moment is that hearings will be continued shortly.

Design Copyright Bill

Another far-reaching piece of legislation is the Duffy Copyright bill (S.3047) which passed the Senate at the last session and is now before Rep. Sirovitch's House Patents Committee. Action is expected soon.

The crux of this measure, from a sales and merchandising point of view, lies in the Vandenberg Amendment, introduced on the floor of the Senate and accepted and sent along to the House. Sirovitch, chairman of Patents Committee, is opposed to the Amendment, which proposes:

"That the author of any artistic model or design intended to be applied to or embodied in any manufactured product . . . except automobiles . . . may obtain copyright for such model or design under the provisions of the Copyright Act . . ."

An interesting situation about an interesting manufacturer gave this measure considerable color last year before Senate passage. Mary Bendelari, designer of Sandalari shoes (Paris) and manufacturer of her own product, allegedly forced to sell her business because of pressure from wholesale copyists from whom she had no design copyright recourse, played the role of "lobbyist par excellence" on the Senate side. A last minute

tangle, after the bill had passed the Senate, prohibited its passage from the House Committee to the floor where a favorable vote was expected.

In failing to see the bill (with the Vandenberg Amendment) finally enacted, a very lovely lobbyist just about gave up hope of ever fulfilling her self-elected mission in life.

And that's just about the status of the Amendment. Sirovitch is against it. The vacancies in the Patents Committee might have meant a favorable report along with the rest of the bill. However, the best judgment now is that design copyright will be deleted before it leaves the Committee.

However, Senate sponsors of design copyright (and there were enough to vote the amendment into the bill on the floor of the Senate) may remain adamant for the Vandenberg Amendment, forcing House conferees to accept it.

Fritz Lanham, a member of the Patents Committee, gave me a good idea of the tedious progress of copyright bills when he said:

"The committee once spent eight years in hearings and consideration of one copyright bill. It finally passed the House, near the end of the session about five years ago. It died in the Senate."

Rep. Lanham continued:

"I've only examined the bill cursorily, for the committee has not yet taken it up. So I would rather not express an opinion on it as it now stands. However, it probably will be altered by the committee, just as are most bills."

Committee hearings are expected to start at once. They may be on by the time this copy has gone to press. In view of the potentialities in the Vandenberg Amendment, this bill, also, is well worth close attention. Wholesale reproduction by certain manufacturers will be an immediate subject for committee discussion.

The Market Research Division of the Bureau of Foreign and Domestic Commerce has issued Report No. 9, covering retail parcel delivery companies. The depressive past few years forced retailers into operating economies. Hence the growth of deliveries via cooperative retail delivery associations, etc. Copies of the report are available at Commerce Department.

Hauk

* Brief of Bill S.3670 from *Congressional Intelligence* digest.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Direct Mail and Window Displays]

Man Wanted

Florsheim Shoe Co. astonished its old customers by sending them a page from (apparently) a daily paper. When John J. Buyer glanced at it he saw in big, bold headlines: "Mr. John J. Buyer is missing! Well-known man object of wide search."

Reading on, as anyone would who had a spark of inquisitiveness, Mr. Buyer discovered that "when last seen he was leaving a Florsheim Shoe Store with a package under his arm, apparently well pleased. When found he probably will still be wearing Florsheim Shoes. If he will return . . . a substantial reward awaits him. See details below."

The name in the headlines was filled-in by a giant typewriter to match the printing exactly. About 100,000 copies of the mailing piece were sent to inactive customers who hadn't bought Florsheims in 18 months. "Response," says a company official, "has been amazing. We regard it as our most profitable mailing."

Make Us Prove It

Heat Control Co., Milwaukee, started its new "Combustion King Fuel Reductor" off with the bold claim, "Save 40% on your fuel cost or no sale." Space in local dailies was used.

To convince prospects of the truth of this statement when test installations are made, the company for three days uses a flow meter attached to the heating system for oil heat, weighs the coal in the hopper where stokers are used, and counts the shovelful of coal where units are hand-fired.

So successful have been the results from the campaign, backed up by the tests, that it was necessary to open the factory showrooms daily and Sunday as well as evenings after 7 o'clock.

Motion in Magazines

By holding the Hyvis motor oil ad (pictured at top right) up to the light the blank balloon is filled with conversation. It's done, not with mirrors, but by printing the lady's words in reverse in a smaller ad on the following page.

The idea was thought up by Harry Breeding, plans and copy executive of the Aitkin-Kynett agency, Philadelphia. He calls it "motion in magazines," and certainly it caused a good share of the S.E.P.'s readers (where it first appeared) to make motions.

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For their trouble, holders-to-the light learned that the motorist was saying, "All right! My speedometer reads in 4 figures so put in Hyvis 4"; thereby she followed Hyvis' Reg. U. S. Pat. Off. Mileage-Metered system of specifying certain grade oils. Presumably Hyvis has not registered the new technique of now-you-see-it advertising and others may soon employ it. Another advantage of the double-exposure page is that readers who turn past the first part and glance at the second will, such is human curiosity, undoubtedly turn back to read the preceding page.



Buckled Together: Pioneer Suspender Co., Philadelphia, has been exceedingly successful in educating dealers to take advantage of its national advertising in designing their window displays. Here is how one retailer, the Hecht Co., of Washington, tied up a window full of Pioneer belts with the current advertisement in *Collier's*. Enlargements of the magazine's cover and the ad are in the background.

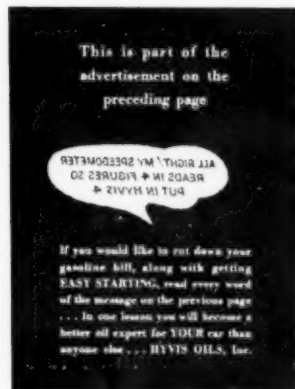
Floating Bra

Although the beaches are now visited by only a few hardy human Polar bears, Gantner & Mattern Co., San Francisco, have started the opening guns of a barrage that will reach its height by Summer. Gantner "Wikies" for men and swim suits for women are to use space in some 17 national magazines, *This Week* and *The American Weekly*.

In addition, says Emil Brisacher and Staff, agency, 24-sheet posters in metropolitan centers, dealer helps (in-



Good Stunt: The reverse printing in the ad below appears right-side-up in the blank balloon above when the latter is held to the light. If the innovation is widely imitated it may make magazine ads into a kind of motion pictures.



cluding 3-dimensional photographs) will tell bathers and sun bathers about "Wikies' free breathing belt" and about the "floating bra." Latter, for the information of nature-lovers, is "a semi-detached uplift bra . . . giving miraculous lines that glide over your body like water."

No More Horror

"For almost 50 years," says the Norwich Pharmacal Co., "Unguentine has been the standard remedy for burns and sunburn." Now the firm, and agency Lawrence C. Gumbinner, has decided to play up Unguentine's efficacy for cuts, scrapes and insect bites. Instead of pictures of burnt sufferers and the slogan "Unguentine, Quick!" the new campaign will depict minor accidents and say "Just Put on Some Unguentine."

Double and single columns in *S.E.P.*, *Ladies' Home Journal*, *Good Housekeeping*, *McCall's*, *True Story*, *Better Homes and Gardens*, *Household*, *Parents* and *Holland's Magazine* will carry the story exclusively.

SALES MANAGEMENT

THEY EAT LIKE STEERS IN CAMDEN, N.J.

Rank of Leading Cities in
Per Capita Food Sales
Sales Management
(See page 140)

Rank	City	Per Capita Food Sales
1	Lynn, Mass.	\$128.46
2	Washington, D. C.	126.93
3	Albany, N. Y.	118.00
4	Newark, N. J.	115.06
5	Hartford, Conn.	113.06
6	Elizabeth, N. J.	112.99
7	Boston, Mass.	109.20
8	Wilmington, Del.	108.89
9	Springfield, Mass.	106.26
10	Somerville, Mass.	102.74
11	Paterson, N. J.	102.51

12 CAMDEN, N.J. 102.19

13	New York, N. Y.	102.03
14	Trenton, N. J.	101.80
15	Cincinnati, Ohio	99.83
16	Bridgeport, Conn.	99.53
17	Providence, R. I.	99.38
18	Baltimore, Md.	98.30
19	Rochester, N. Y.	95.89
20	Oakland, Calif.	95.81
21	Reading, Pa.	92.56
22	New Bedford, Mass.	92.35
23	Yonkers, N. Y.	92.00
24	Richmond, Va.	90.97
25	Lowell, Mass.	90.29
26	San Francisco, Calif.	89.90
27	Miami, Fla.	89.52

64	Chicago, Ill.	72.56
65	Akron, Ohio	72.29
66	Grand Rapids, Mich.	71.34
67	Knoxville, Tenn.	70.56
68	Fort Wayne, Ind.	70.46
69	Syracuse, N. Y.	69.93
70	Youngstown, Ohio	69.84
71	Long Beach, Calif.	69.27
72	Atlanta, Ga.	69.03
73	Salt Lake City, Utah	68.88
74	Houston, Tex.	68.85
75	Toledo, Ohio	68.70
76	Utica, N. Y.	68.56
77	Indianapolis, Ind.	67.83
78	Erie, Pa.	66.41
79	Detroit, Mich.	65.51
80	Tulsa, Okla.	64.39
81	South Bend, Ind.	63.75
82	Dallas, Tex.	63.57
83	Flint, Mich.	61.04
84	New Orleans, La.	59.93
85	Kansas City, Kan.	59.92
86	Evansville, Ind.	58.93
87	Memphis, Tenn.	58.22
88	San Antonio, Tex.	58.08
89	Oklahoma City, Okla.	56.01
90	Fort Worth, Tex.	54.18
91	El Paso, Tex.	50.16
92	Gary, Ind.	48.72
93	Birmingham, Ala.	45.82

UNITED STATES AVERAGE 55.30

Most surveys are "the bunk" so far as Camden is concerned. Their disclosures shield the fact that people like to shop in large department stores and specialty shops, and will travel miles and spend hours to buy clothing, furniture, and the larger unit purchases.

Being a part of the "Third Market" and lying within sight of its heart, Camden and its environs contribute largely to sales figures published on Philadelphia.

MOST WOMEN BUY FOOD AT HOME

But in food purchases, women still prefer to buy the "Vittels" just around the corner. So, for once in the long series of surveys on this and that, Camden gets a break and the Advertising Industry at large gets a clear vision of the importance and value of the Camden segment of what is known as the Philadelphia Metropolitan Market.

GROCERY LINEAGE CONFIRMS SURVEY FINDINGS

Most Retail and General Food Advertisers already know what "Sales Management's" Survey discloses. The chart below indicates that:

GROCERY LINEAGE—PHILADELPHIA MARKET NEWSPAPERS—1935 (Source—Media Records)			
Paper	Retail	General	Total
Evening Bulletin	(1) 481,433	(1) 766,756	(1) 1,198,189
Courier-Post	(2) 334,095	(4) 355,806	(2) 689,901
Morning Record	(3) 279,857	(3) 358,721	(3) 638,578
Evening Ledger	(4) 214,012	(2) 403,847	(4) 617,859
Morning Inquirer	(5) 187,700	(5) 245,526	(5) 433,226
Daily News	(6) 81,631	(6) 111,995	(6) 193,626

PER CAPITA FOOD SALES NEARLY DOUBLE U. S. AVERAGE

With per capita food sales in Camden nearly double the national average, and food consumption the basic gauge of other purchases, Camden's importance to all National Advertisers is self-evident, even though the buying by its populace is deeply buried in the maze of wholesale and retail channels through which commodities other than foods are supplied to it.

THOROUGH COVERAGE—ONE NEWSPAPER —ONE LOW RATE

Camden and its 30-mile Retail Trading Area is reached thoroughly and effectively by a newspaper having greater market saturation than any other Philadelphia Market Newspaper and greater than most in the country. (Stands 20th in U. S. with 99.2% City Zone and 61.1% City and Retail Trading Zone ratio of circulation to total families in 1934 survey of AAAA. Today's much larger circulation provides even more effective coverage.)

Reach this prosperous, industrial community at one, low cost through

COURIER-POST NEWSPAPERS

73,940 Average Net Paid (4th Quarter 1935)

(Largest Circulation in History and Still Growing)

National Representatives—GEORGE A. McDEVITT CO.

New York—Philadelphia—Chicago—Detroit

Marketing Flashes

[New Products—New Jobs—Sales Strategy—Business Shows—Paid Admissions to a Radio Broadcast]

Giant Bristles

Pro-phy-lac-tic Brush Co. preserves its two-year record of "world's largest tooth brush advertiser" by a campaign in *Collier's*, *Cosmopolitan*, *Parents' Magazine*, *Good Housekeeping*, *Red Book*, *Literary Digest*, *Pictorial Review*, *S.E.P.* and *American Magazine*. At the same time it offers to druggists a new sort of premium deal. Druggists are given cards which they pass on to customers, the cards being punched for each purchase. When the card records purchases of \$3 the customer may buy a 26-piece silverware set for \$4.95 plus one Pro-phy-lac-tic carton. The set, says the maker, Oneida, Ltd., ordinarily sells for \$11.50. Customers are not the only gainers. Druggists make a dollar profit on the sets also, as they pay \$3.95 to Pro-phy-lac-tic. Trade paper ads and direct mail are announcing the offer to druggists. Lambert & Feasley are the agents.

Business Shows

General Motors will stage a group of showings of autos, automotive and household products in 45 cities from February 1 to May 2. Beginning in the South the exhibitions will move North as the weather gets milder. . . .

First annual Wine & Liquor Show by the National Retail Liquor Package Stores Association will open at New York's Grand Central Palace February 10 to 15. . . .

Reservations for the 12th National Oil Burner Show, to be held in Detroit the week of April 14, are far ahead of last year, states the Oil Burner Institute, Inc. "There is every indication that the Detroit show will be the largest ever." . . .

Swell for Gangsters

Pittsburgh Plate Glass Company's new bullet-proof glass is all that the name implies. If you don't believe it ask Ella Logan, stage, night club and NBC song bird. Miss Logan posed behind a small section of the glass in a vacant lot back of the firm's Newark, N. J., factory. Sergeant Frank Shannon, crack Newark police marksman, played a rat-tat-tat on the glass with a submachine gun. The shots were concentrated in a small area, but nothing happened except that the bullets made tiny marks, like frost on the window, on the front of the glass.

Striking the glass, of laminated con-

struction—four layers of glass and three of plastic—the bullets disintegrated without penetrating more than a fraction of an inch. Nary a splinter got on the other side, where the intrepid Miss Logan was powdering her nose. News cameras recorded the experiment.

Naturally BBDO, the glass company's agents, welcomed the news reel publicity, though they frowned on an *S.M.* reporter's suggestion that the glass is ideal for gangster's autos. Banks are, and will be, the main buyers of the glass. It is being made in Pittsburgh's new and modernized plants, on which \$8,500,000 has been spent.

Tip File

RCA Parts Division is supplying its radio servicemen with a "Three Point Plan" to get more business and handle it better. First item is a standard metal file cabinet containing cards that answer difficult service problems. All these tips have been culled from a collection of solutions contributed by servicemen from first-hand experience. Second part of the plan is a book, "101 Service Sales Ideas." They are grouped under such classifications as "New sources of income; organization; good will; publicity; and financial hints."

Third, is another book on Service Business Methods by men whose radio experience extends over a long period: John F. Rider, service expert, and J. Van Newenhizen, radio auditor and accountant. Among its chapters are, "what to charge; how much for rent; simplified but informative record keep-



Bullets do not even shatter the glass

ing." It should help the radio serviceman, unfamiliar with bookkeeping, to maintain an orderly accounting system.

Servicemen get the Three-Point Plan for a small charge. When their purchases amount to \$60 this is returned. With each \$10 purchase they get 20 additional service tip cards for the file, which will hold 1,200.

The procedure of helping dealers to make more money and to keep track of the money they make is one that plenty of firms are adopting.

Cementop

Well-groomed roofs will shortly wear a new type of cement-coated asphalt shingle. To be known generically as "cementop," the shingles were developed by Bakelite Building Products Co. and will be marketed by Johns-Manville, The Ruberoid Co., McHenry-Millhouse Mfg. Co., American Asphalt Roof Corp., Amalgamated Roofing Co. and the Los Angeles Paper Manufacturing Co.

Ordinary asphalt shingles, with the new process, are given a coating of cement in which mineral oxide pigments are mixed. The cement seals the asphalt so that sun and fire are baffled. Further, fewer cementop shingles are needed to cover a roof, yet the price is practically the same as for ordinary asphalt shingles.

No Speculators?

The WOR-Mutual Playhouse in New York is boasting of the fact that for the first time in radio history a charge is being made for admission to a broadcast. "At the Opr'y House" is the program, and 800 seats at 85 cents are on sale to the public. Not only are they on sale, but a S.R.O. sign has been hung out.

Running from 9:15 to 11:30 the entertainment is provided by "more hill billies than have ever been collected since 'Comin' Round the Mountain' became one of the national anthems." Thirty minutes of the rustic doings are broadcast by the Mutual network.

Balm for 2,000,000

Western Union messengers are rapidly becoming jacks-of-all-trades. Campana Corp. has engaged them to install its Italian balm dispensers in homes of 5,000 towns. WU lads with screws and screwdrivers will respond with telegraphic speed to any Balm buyer who calls in those communities. The cost is only a dime; Campana pays the remainder.

On both its radio programs, NBC and CBS, last night Campana plugged the dispenser service and February

SALES MANAGEMENT

Strike Me Pink

**— BIGGEST 1936 MUSICAL HIT USES
LARGEST CIRCULATION IN THE WORLD**



- First time a motion picture has been advertised in a roto-gravure campaign national in scope!
- If you want to increase your sales in 1936 . . . follow the trend to roto-gravure.

Metropolitan

● Baltimore SUN-Evening GLOBE-Buffalo TIMES-2 Louis GLOBE-DEMOCRAT
Cleveland PLAIN DEALER-Detroit NEWS-New York NEWS-CHICAGO TRIBUNE
2 Louis POST-DISPATCH-Philadelphia INQUIRER-Pittsburgh PRESS-Washington STAR



Weekly

● Advertising Offices
NEW YORK-CHICAGO & SAN FRANCISCO

issues of 20 magazines feature that story.

Some 2,000,000 dispensers are already giving forth Balm in bathrooms and kitchens, and, according to agents Aubrey, Moore & Wallace, it is expected that the messenger service will double that number.

Expositions Blossom

Sixth annual National Premium Exposition will be held from May 4 to 8 at the Palmer House, Chicago. Premium Advertising Association of America, Inc., is the sponsor. A. B. Coffman, Merchandise Mart, Chicago, is in charge of display sales.

Fast on the Uptake

Roy H. Crane, assistant g.s.m. of the Liquid Carbonic Corp., recently went with his company's exhibit to the A.B.C.B. Convention at Baltimore. Forty carloads of Liquid equipment were sold on the exposition floor. This good news so delighted Mr. Crane that he believed the entire bottling industry should know about it. On the way home to Chicago he made a layout for a news flash and wired ahead to engravers and printers. Within 24 hours after his return the first of 10,000 four-page pictorial "flashes" were in the mail. Candid camera shots of prominent conventioners, general convention news and pictures of Liquid's exhibited machinery plastered with "sold" signs were in the mailing piece.

It all indicates, says he, better times for bottles.

Men Working

New jobs and changes in jobs include:

Pontiac Motor's appointment of F. H. Fenn as manager of sales promotion; W. I. Gibson as assistant to both the general manager and the g.s.m.; and E. R. Pettingill as car distributor.

Ray M. Olinger, for several years in charge of the Washington and Philadelphia offices of Ross Federal Service, has been made sales promotion manager of Ross Federal Research Corp. with headquarters in New York. . . .

Stanley J. McGiveran, manager of sales merchandising of Owens-Illinois Glass, has been moved up to assistant g.s.m. of all O-I divisions. . . . R. W. Rogers, of Libbey Glass Manufacturing, recently acquired by O-I, has been transferred to the latter's office and will head the new tumbler sales division. . . .

J. K. Munger, s.m. of the Waters-Genter Division of McGraw Electric, moves from the Middle West to Philadelphia. J. P. Bosk, formerly with General Electric and the South Bend



Electrical and Communications Building, typical of the structures projected for the Texas Centennial at Dallas this year.

Electric Company, takes over Mr. Munger's old territory. His headquarters will be in Detroit. . . .

Griffith B. Thompson, s.m. of stations WBZ and WBZA, takes over supervision of all sales activity for the National Broadcasting Company in New England. Walter E. Myers, former manager of WBZ and WBZA, moves to the headquarters sales staff in New York. . . .

George H. Boucher has been elevated from assistant g.s.m. to g.s.m. by Pyrene Manufacturing Co., of Newark, N. J.

Texas Expects Millions at Its Big Exposition in Dallas This Year

The 20-year-old Texas State Fair has grown up. It is now the Texas Centennial Exposition, a "world's fair" of the Southwest which is expected to attract millions of people to Dallas between June 6 and November 29. It will celebrate the one-hundredth anniversary of the year Texans began fighting for freedom from Mexico.

Dallas has condemned 26 acres of residential property and added it to the 150 acres in that city that have been used by the State Fair these 20 years. It has floated a \$3,500,000 bond issue for the Centennial which will help the Federal appropriation of \$1,200,000, the State of Texas appropriation of \$1,200,000 and the Texas Centennial Exposition bond issue of \$2,500,000 to provide adequate financial backing for the great exposition.

Texas hopes its exposition will attract exhibitors from every industry. Under Paul M. Massman, director of exhibits and concessions, a selling staff is now covering the country telling about the market that exists within a 400-mile radius of Dallas. Within

that circle are 12,000,000 people—7,500,000 of them rural and 4,500,000 urban—vast oil fields, an important section of the nation's cotton industry, great cattle, wool and farm produce centers, big-scale sulphur and salt mines, and a long list of other factors that build up a strong buying market for the goods of the world.

The Ford Motor Company has announced plans for a large building of its own on the Exposition grounds. Continental Oil Company also will erect one. Among the big national advertisers already signed up for space in the several Exposition buildings are the du Pont interests, the Dr. Pepper Co., Standard Brands, American Telephone and Telegraph Co., Gulf Refining, Owens-Illinois, Armour & Co., Beech-Nut, Texas & Pacific and others.



Motor Man: Ralph G. Klieforth has been made president of Universal Motor Company, Oshkosh, Wisconsin, manufacturers of marine motors and lighting plants. Mr. Klieforth joined Universal in 1932 as assistant to the president. Previous to that, he had been connected with the Buchen Company, Chicago advertising agency.

SALES MANAGEMENT

Only one way



TO LIGHT 4,000,000,000 CIGARETTES FOR *the Journal Part of New York*

ONLY one way to sell ALL of the myriad things that ALL of them smoke and eat and drink and wear.

Some few may be reached by other means, but there is only One Way to reach ALL of them, assured of their greatest interest.

For, one thing they have in common. Year after year, good times and bad, the New York Evening Journal has been, and now is, *their newspaper*. This group, these men and women in more than 675,000 substantial homes, are the JOURNAL PART OF NEW YORK.

You, yourself, know that they form a group apart. For they prefer the Journal and no other New York paper is like the Journal.

They like its way of presenting news; its comics; its photographic illustrations. To them, Journal feature writers are old friends. In short, the Journal is *their idea* of a newspaper.

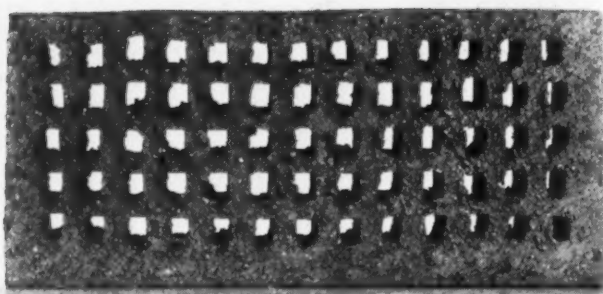
That is why they are loyal to it and to its advertisers. That is why their patronage can be secured in Only One Way . . . *the Journal*.

NEW YORK EVENING JOURNAL



NATIONALLY REPRESENTED BY HEARST INTERNATIONAL ADVERTISING SERVICE, RODNEY E. BOONE, GENERAL MANAGER
FEBRUARY 1, 1936

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Featherweight: Royalton Brick Company, already in production on this cellular standard-size unit, will soon produce a large-size brick of the same style which may make history in the building industry in the next year or so.

Aerated Bricks to Cut Costs and Improve Building Insulation

THE other day a new kind of house brick walked into the office of SALES MANAGEMENT.

It seemed to be literally shot full of holes, as may be seen by the accompanying illustration, but on investigation we discovered these holes serve a scientific purpose. Moreover, this particular brick boasts of a Cellophane wrapper, on one side of which in gold and yellow type appears "E-con-O, not a gold brick, but worth its weight in gold. Insulating, air conditioning—saves fuel." On the other side, a letter reads: "Gentlemen, I Greet You: I am the Great 'E-con-O,' the brick of the future. I am EVERLASTING, having gone through the Fiery Furnace of Hades. I stood the test which would have destroyed my would-be competitors. After extracting the air from me under a newfangled process, making me a stronger and tougher Guy and having punched me full of Air Cells, I became the Light-weight Champion, enabling me to assist in insulating and Air-conditioning the home at less cost for fuel. Foundations and Steel can be of lighter weight. My color will mellow with the Autumn leaves and my face never need be painted. Without any further expense, I will protect the family against Fire, Rust, Decay, Vermin, Termites, Sound, Moisture, Efflorescence, HEAT and COLD. THEY SHALL NOT PASS. ETERNALLY Yours, 'E-con-O'."

We decided to get the rest of the story. Here it is:

In 1924, W. W. Swengel organized a small company capitalized at \$100,000, known as the Royalton Face Brick Company for the purpose of taking over a brick plant which was built in 1900, which had failed several times previously and which, at the time of acquisition, was in a state

of dilapidation which made the bondholders of the defunct company glad to sell out.

During the eleven years under the new ownership the enterprise proved successful. The plant was practically rebuilt out of earnings and via the same means the bonded indebtedness was paid off and the new stockholders paid back their investments in full with interest.

About three years ago with Depression quite rampant in the brick industry, Mr. Swengel concluded that if brick manufacturers desired to have brick retain its former position in the construction industry, it would be necessary to keep step with modern trends and to recognize the threatening encroachment of substitute materials. As he saw it, precedents would have to be broken in order to create a product which would meet the new demand. For a while the company considered making larger size bricks, as is done in practically every other country throughout the world, this to enable owners to effect the economy made possible by the cost of laying larger bricks. This possibility after consideration was temporarily abandoned.

The first thing the company did in its endeavor to be enterprising was to install, about three years ago, the new system known as the De-Airing process, by which method air is extracted from the clay as it passes through the main brick machine. This process produces brick with a very close and compact structure, the clay being somewhat like rubber when extruded from the die of the machine. It results in a brick which will stand far greater absorption and compression and which produces stronger and more impervious walls. This led to the next step which began about two years ago and

consisted of experimentation in making a light-weight brick.

Several months ago, as a result of these efforts, the company succeeded in fabricating a cellular unit with 65 small air cells. The nature of this new product may be better comprehended by explaining that in every ten feet square of a four-inch wall built with this cellular brick there are 48,700 small air cells, which are a far greater non-conductor than large air cells or pockets. When used in building walls, the air cells are sealed against each other by the mortar bond, which prevents the circulation of air or moisture within the wall, and accounts for the insulation efficiency of this brick. It also reduces conductivity almost to half that of well-burned solid brick of the same material and hardness.

To Make Larger Sizes

The new type of brick with its decreased weight possesses the further advantage of making it feasible to increase the size of the unit. Accordingly, Royalton has lately manufactured and will place upon the market by Spring, a larger size unit containing 105 small air cells. This brick will be $3\frac{3}{4}$ inches wide x 5 inches high x 12 inches long. It will displace three standard size bricks, although weighing no more than two solid bricks of the former type. This larger unit will cost less to manufacture, will effect a freight saving of one-third, reduce mortar requirements nearly two-thirds and cut down labor cost about one-third. In addition, it will reduce the weight requirements for both foundation and steel frames.

The executives of the Royalton Company believe that this new type of construction will eventually bring on a complete revolution in its field. Brick has always been recognized from the quality side and the new product has been designed to result in future low cost. The reception it is being currently accorded by the construction industry makes Mr. Swengel and his associates extremely optimistic.

This new unit can be made by practically all plants if properly equipped. The equipment necessary to fabricate costs from \$500 to \$5,000 depending on what part of the present equipment can be used. E-con-O will be shipped by the Royalton Company into about ten states and the area served will include the cities of New York and Boston. It can be sold for less than the average face brick and in some sections of the country will cost little, if any, more than common brick. It is not a patented product

(Continued on page 190)

SALES MANAGEMENT

"Tell us, why does Lord & Thomas advertise?"

*To the many who have asked us this question
—and to all others interested—here is our reply*

EVERY SO OFTEN, in the course of our current campaign, people ask, "Why do you advertise on such a large scale? What can an advertising agency expect to get out of advertising to the lay public?"

The objectives of our campaign are many. Some are immediate—others may not be attained for years. But they are clearly fixed in our minds.

Foremost, of course, is the objective of all good advertising—the desire to attract new business to our offices. This, we confidently expect the advertising program to do. But first let us set forth the reasons why we advertise to millions, whereas our prospective clients are very limited in number.

It Benefits Our Clients

Our advertising for ourselves adds impetus to our advertising for our present clients. If we give their employees, dealers and distributors an understanding of the basic principles of true salesmanship-in-print, they will understand these principles when they see them applied to their own products by Lord & Thomas.

They will know that Lord & Thomas advertising *will create demand*. Knowing this, they will push the products of our clients with greater enthusiasm. In this way, our widespread advertising yields benefit to our clients as well as to ourselves.

Other Aims and Purposes

We want our advertising to be read by the young men who will one day take up advertising as their chosen work. We are devoting our lives to it; we want *them* to know the basic principles in which we believe so deeply.

We want these principles to leave their imprint on those other hundreds of young men in other lines of business—the executives of tomorrow who will some day direct the placing of their own great appropriations.

Furthermore, we want the men and women in our own organization to have ever before them the principles which guide us. For only by such an awareness can an organization be welded into a compact and loyal unit, directed by a single aim.

Objectives—Based on Experience

We come now to our principal hope and expectation from the current Lord & Thomas campaign — new business.

Let us, for a moment, look at the past. Every so often, Lord & Thomas have gone through a period of great growth.

This period invariably has been followed by a comparatively long period in which we absorb our increased volume of business. Always, this period of absorption has been one in which we take on relatively few large accounts.

In the course of this determined concentration upon the business in hand, however, we develop enough surplus energy to take on still further new business.

Four times in the past 38 years, which mark the span during which our present management has been actively in command, we have gone through this cycle. Each time we have advertised. And each time it has produced the results desired.

Foundation Stones for the Future

This does not mean that we expect our advertising to do what advertising does for a cigarette, for example, or for an automobile. We have no notion that any large advertiser will come in, lay one of our advertisements down, and say, "I would like Lord & Thomas to handle my advertising."

But this we *do* know, and this we expect from the present campaign: that it will build a background for us among the limited number of men at whom it is primarily aimed.

Such a background as will influence advertisers when they are considering their appropriations, and cause some of them to invite us to submit our thinking about their problems, when the time is ripe.

Thus Lord & Thomas advertises to millions in order to spread the fundamental doctrines of salesmanship-in-print—and builds a background of approval among our clients, present and future.

LORD & THOMAS · *advertising*

There are Lord & Thomas offices in New York; Chicago; Los Angeles; San Francisco; Toronto; Paris; London
Each office is a complete advertising agency, self-contained; collaborating with other Lord & Thomas offices to the client's interest

FEBRUARY 1, 1936

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"NORGE

has based its market operations upon a policy of market research. Its climb from obscurity to a position among the top leaders in the home appliance field within the past four depression years indicates, certainly, the value of such scientific marketing planning."

So says Howard E. Blood, president of Norge, in the current issue of MARKET RESEARCH, the monthly magazine. Mr. Blood proceeds to tell precisely how this remarkable growth was accomplished.

Why not send in your subscription today, so as not to miss this and many other features of interest to every man who has a sales or advertising problem?

MARKET RESEARCH
Rockefeller Center, New York City

Please enter my subscription for one year for MARKET RESEARCH.

I enclose \$1... Bill me for \$1... (Foreign, \$2)

Name

Company

Street

City..... State.....

Pacific Northwest Registers Many Brand Shifts in Last Four Years

STUDIES just completed by the Spokane *Spokesman-Review* and *Chronicle* indicate that since 1931 many manufacturers of food and drug products have lost their dominant positions to more aggressive competitors. This is frequently true of the number one sellers and still more true of those in second to fifth positions.

In 1931 the newspapers surveyed representative retail grocery and drug stores in metropolitan Spokane and in 33 typical cities and towns in the outside trade area and in 1934 and 1935 a similar study was made in all stores. A select crew of special investigators was employed. No investigator was employed who was in any way familiar with grocery or drug products advertised through any medium. The field work was then rechecked by the newspaper's regular field staff on a cross-section basis and less than 1% variance was found.

The study deals with sales standing and distribution of 147 brands in 19 major classifications.

The comparisons below show the best sellers of today and four years ago in six representative grocery products and a like number of drug products. The 1935 survey covered all retail outlets while 1931 was based on representative cross-section surveys.

GROCERIES

READY TO EAT CEREALS

1935	1931
1. Kellogg Corn Flakes	1. Kellogg Corn Flakes
2. Wheaties	2. Shredded Wheat
3. Shredded Wheat	3. Kellogg Pep
4. Post Toasties	4. Kellogg Rice Krispies
5. Kellogg Rice Krispies	5. Post Toasties

CIGARS—5c

1935	1931
1. Van Dyck	1. Cremo
2. White Owl	2. White Owl
3. William Penn	3. William Penn
4. Cremo	4. Canadian Club
5. Lovera	5. Webster

CIGARETTES

1935	1931
1. Chesterfields	1. Chesterfields
2. Camels	2. Lucky Strike
3. Lucky Strike	3. Camel
4. Wings	4. Old Gold
5. Dominoes	5. Spud

CLEANSERS

1935	1931
1. Old Dutch	1. Old Dutch
2. Sunbrite	2. Bon Ami

3. Bon Ami	3. Sunbrite
4. Lighthouse	4. Lighthouse
5. Gold Dust	5. Bab-O

COFFEE

1935	1931
1. Hills Bros.	1. Hills Bros.
2. Maxwell House	2. Maxwell House
3. Chase & Sanborn	3. M. J. B.
4. Golden West	4. Golden West
5. M. J. B.	5. Chase & Sanborn

SOAP

(Toilet)

1935	1931
1. Palmolive	1. Lux
2. Lux	2. Palmolive
3. Camay	3. Ivory Guest
4. White King	4. Mission Bell
5. Lifebuoy	5. Camay

DRUGS

FACIAL POWDER

1935	1931
1. Armand's	1. Coty's
2. Boyer's	2. Max Factor
3. Max Factor	3. Armand's
4. Coty's	4. Hudnut's 3 Flowers
5. Hudnut's 3 Flowers	5. Ayers

HAND LOTION

1935	1931
1. Italian Balm	1. Hind's
2. Hind's	2. Chamberlain
3. Jergen's	3. Jergen's
4. Chamberlain	4. Frostilla
5. Woodbury's	5. Ayers Hand Lotion

HAIR DRESSINGS

1935	1931
1. Vaseline	1. Vaseline
2. Fitch's	2. Glo-Co
3. Glo-Co	3. Sur-Lay
4. Glostora	4. Hudnut's
5. Lucky Tiger	5. Stacomb

SHAVING CREAMS

1935	1931
1. Palmolive	1. Palmolive
2. Colgate's	2. Williams
3. Williams	3. Colgate's
4. Ingram's	4. Mennen's
5. Lifebuoy	5. Ingram's

AFTER SHAVING LOTION

1935	1931
1. Williams	1. Williams
2. Colgate's	2. Colgate's
3. Palmolive	3. Pinaud's
4. Mennen's	4. Yardley's
5. Yardley's	5. Houbigant's

TOOTH POWDER

1935	1931
1. Lyons	1. Revelation
2. Revelation	2. Lyons
3. Calox	3. Colgate's
4. Colgate's	
5. Listerine	



GRAY-O'REILLY

Bandaged Arms

YOU SEE THEM at their typewriters, filing cabinets, telephones, adding machines—girls with bandaged arms.

Day after day, a bandage in a fresh spot. Beneath those bandages, gauze soaked with soap. If the soap irritates the skin, a red mark

appears. A simple test, truly, but an important safeguard of the health and beauty of American women.

Good Housekeeping proves before it approves. That is why Good Housekeeping has earned the faith of its readers.

Good Housekeeping

[EVERYWOMAN'S MAGAZINE]

Dr. Wynne Launches Campaign to Promote Better Products

BY LAWRENCE M. HUGHES

THERE are elements of Alfred McCann, Good Housekeeping Institute, Consumers' Research—and some besides—in the plan of procedure of Dr. Shirley W. Wynne Health Laboratories, Inc.

This organization, with headquarters at 133 East 58th Street, New York, has set out, "dedicated to the service of the public," to analyze food, drug and other household products, to place its seal of approval on those which reach a standard of quality and the attributes of which measure up to the makers' claims for them, and then to take 20 non-competitive products from this group and wage a consistent cooperative campaign for them.

Dr. Wynne carries weight in public health affairs. For about 25 years he was an official in various capacities with the Department of Health of the City of New York. He was Director of Hospitals for the city, and for five years Commissioner of Health. He is a professor of preventive medicine, head of the New York and New Jersey Milk Institute, of the Children's Welfare Association, Association of Tuberculosis Clinics, Medical Committee of the Boy Scouts of America.

A Billion Lines of Publicity!

It is estimated that 1,000,000,000 lines of publicity have appeared about him—two-thirds of it, filling 20 large volumes, as the result of his work in the last seven years. He has appeared at various times in the newsreels and on the radio; he has been called "America's Family Physician." He is known especially for his work in combating diphtheria.

All of which, it was felt, should make an excursion by him into the realm of advertised products an event of some moment.

Dr. Wynne was persuaded to become president of this new fact-finding and projecting organization by an advertising man who is known, probably, to most of the readers of this magazine, but who wishes to remain in the background. In addition to Dr. Wynne, there are four other directors of the company, all of whom are active executives. Of these, Allen Kaye-Martin is vice-president in charge of sales activities and advertising, and Ray B. Bolton, director of publicity.

The organization, just incorporated

after several months of planning, will announce the 20 products to be promoted in a few days, it was said, and will start a year-round campaign in newspapers, radio, booklets and point-of-sale material in metropolitan New York this month. After perhaps a half year there the plan would be widened to include other markets.

Full pages would be taken weekly throughout the year, probably in two newspapers—Thursday afternoons and Friday mornings. They would run in food and household sections, with about one-third of each advertisement devoted to institutional copy on the Dr. Shirley W. Wynne Public Health Laboratories, and the balance devoted to the merits of the products endorsed.

Dr. Wynne also would conduct four times weekly over one New York station, for 40 weeks a year, an hour devoted to a health talk, questions and answers, the laboratories and the products, with music interspersed between. (This program would be placed on a network later.) He would also write brochures and booklets on public health matters, with special reference to the healthfulness of the endorsed products, and stores would be asked to hold special sales events known as "Wynne Weeks."

Must Pass Multi-Angled Test

Frederick Kenney and Karl Herstein, who conduct a laboratory in New York under the firm name of Kenney-Herstein, Inc., will be consulting chemists. Mr. Kenney for 35 years has been chief chemist of the Department of Central Purchase of New York City.

Before acceptance, it was pointed out, a product must pass a seven-point test, and the manufacturer must fill out a nine-page questionnaire. The seven points are purity, wholesomeness, quality, reliability, sanitary production, safe packaging, and value. The questionnaire is devoted to analysis of the product, of its markets, and its channels of distribution. Quarterly product analyses and plant inspections will be made thereafter during the life of the contract.

Dr. Wynne will have the final word on products accepted and on advertising copy, it was pointed out. Unlike Consumers' Research, specific products which are not up to the organization's



With New Yorkers especially, Dr. Shirley W. Wynne's name carries weight that should give considerable impetus to the sales of products he endorses.

standards will not be damned. Specific types of products and certain ingredients will be. But the object is not to condemn the bad, but to promote what is considered good.

The newspaper and radio advertising will be placed direct by the Wynne Laboratories, under Mr. Kaye-Martin's direction. Advertising agencies cooperating in the plan in their clients' interests, on the other hand, will receive the regular 15% commission for their part of the space and time used. "Account executives," one for each product passed on, will do a "personalized selling job" for the product among stores and otherwise.

Cost Is Not Low

Endorsement certificate and seal of the laboratories may be used by a manufacturer in his own advertising, "as long as the said product maintains the standards upon which the endorsement and approval is granted."

Also, "as a special mark of distinction for excellence in the purity and integrity of the product, the laboratories will confer a gold medal award upon the manufacturer of such products that meet with the special requirements set by the laboratories for this award. It is granted without charge solely on the demonstrated merits of the products which have been submitted for test and approval under the terms of the contract."

Charge for preliminary examinations and report on the product before acceptance is \$5,000. Half of this is payable on signing of the agreement and half on the acceptance of the product for endorsement. It is emphasized in the agreement that "if the product is rejected by the laboratories as a result of the preliminary examinations and tests . . . all moneys received by the laboratories will be returned to the manufacturer."

"The charge for one year's service (52 weeks newspaper—40 weeks radio) commencing from the first broadcast, is \$350 a week or \$18,200 a year." Including booklets, point-of-sale material and other services, the year's cost per product for the New York metropolitan area alone is \$23,200.



"POINT-OF-SHOPPING"

NEWSPAPER ADVERTISING

CREATES IN PEOPLE A DESIRE FOR YOUR PRODUCT OR SERVICE—THAT IN GENERAL, IS ITS FUNCTION.



"POINT-OF-SALE"

ELECTRIC SIGN

ADVERTISING

REMINDS THEM OF THAT
DESIRE—AT THE RIGHT TIME—

*While they are on
the buying path—*

—AND THAT, ADVERTISERS AGREE, IS
IMPORTANT—IF THEY ARE TO ENJOY
GREATER RETURNS ON THEIR NEWSPAPER
ADVERTISING DOLLARS

"WRITING IN LIGHTS"

"Writing in Lights," a comprehensive analysis of all forms of electric sign advertising, brings facts necessary for you to determine the place electric sign advertising has in your advertising program for the year ahead. It will be mailed free upon request

FEDERAL ELECTRIC COMPANY, INC. CLAUDE NEON FEDERAL COMPANY

225 North Michigan Avenue, Chicago, Illinois

BALTIMORE CINCINNATI DALLAS DULUTH HOUSTON INDIANAPOLIS LEXINGTON
LOUISVILLE MILWAUKEE MINNEAPOLIS NEW ORLEANS PHILADELPHIA ST PAUL

Subsidiaries: { FEDERAL BRILLIANT CO., St. Louis and Kansas City, Mo.
CLAUDE NEON FEDERAL CO. SOUTHWEST, Oklahoma City, Okla., Tulsa, Okla., Wichita, Kansas

"A NATIONAL SIGN SERVICE FOR NATIONAL ADVERTISERS"

"CheRefresh," New Fruit Drink, to Rival Orange and Tomato Juice

CLIMAXING two years of kitchen-laboratory work, a new fruit juice drink was given to the world at the recent National Canners, convention in Chicago. Karl Reynolds, of the Reynolds Preserving Co., Door county, Wisconsin, operators of the second largest cherry orchard in the world, 40,000 trees, made the presentation. He said:

"After long and tedious experimental work during which 267 complete

processes were worked out, we have at last succeeded in developing what we consider a fully satisfactory method of canning pure cherry juice. We give it to you canners, and the world, freely and without strings. The drink is beautiful, pleasing, and we believe the canners will find wide acceptance."

Mr. Reynolds told SM that the Metropolitan Life Insurance Co. made a test of the drink recently, serving it in the restaurant operated in New

York for its minor officials. The drink was served with a regular meal. With the drink was given a questionnaire. Out of 1,001 people queried, 82% reported that they liked the drink, 14% answered "no," while 4% ignored the questions asked.

"Would you care to purchase this product for home use if it is produced for the market?" was one question asked. (Some drinks were served "straight" while others were somewhat diluted.) The "audience" was a mixed one, men and women. Broken down, the table revealed this vote:

UNDILUTED

Sex	Yes	No.
Male	62.6%	32.3%
Female ...	87.1	7.6

DILUTED

Male	64.7	32.3
Female ...	81.1	14.9

Mr. Reynolds admitted there might, in the above, be some grounds for a study of "reactions by sex." Women, he said, might reach more quickly for something new and their imagination might be fired more readily by beauty and color. "But," he added, "women do most of the buying for the table, so what?"

He said that the cherry drink, named CheRefresh, had recently been tested out in a hotel in St. Petersburg, Fla., in competition with citrus, tomato and other native drinks, and had outsold them two to one.

Another food novelty creating much stir at the canners' convention is the idea of packing certain vegetables Lyonnaise, or in "shoestring" cuts. A few packers recently tested out the idea and they report that it has taken the housewives by storm.

So far only beets, carrots and potatoes have been put up in this manner. Many packers inquired of machinery manufacturers regarding the possibility of getting equipment for the production of this new style of pack in quantities.

Manufacturers reported that equipment sales at the convention had struck an all-time high. Officials of the association said that the job of replacing old equipment with new will tax the manufacturers for the next three years and that the job will call for an expenditure of \$30,000,000. Equipment sales in 1935 were 30% over 1934.

Auburn Backs "Drive Safely"

Auburn Automobile Co. has developed a decalcomania transfer, to go on the windshields or rear windows of its cars, to instill safe driving. In front of a driver's eyes is the reminder to "Drive Safely . . . Please do your part . . . at all times." Red, white and blue colors are used on the circle, which also carries the name "Auburn."

Compare!

the Providence-Rhode Island FOOD MARKET

Providence ranks high when compared with other city food markets, yet the fact that seven-eighths of Rhode Island's population live within fifteen miles of Providence City Hall makes city lines meaningless and demands consideration of this compact buying population as a city-state market.

Use These Five Measures of Market Value

ONE . . . Rhode Island is a 56 Million Dollar Food Market.

TWO . . . Is Second Among All States in Percentage of the Retail Dollar Spent for Food.

THREE . . . Exceeds the National Per Capita Average Food Expenditure by 48 Per Cent.

FOUR . . . Is Fifth Among All States in Per Capita Expenditure for Food.

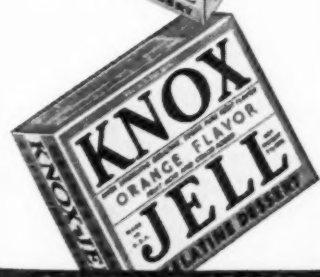
FIVE . . . Rhode Island Has 48 Food Stores Per 10,000 Population and Ranks Sixth Among States in This Respect.

And for a round half-dozen measures of value consider also that your advertising placed in Rhode Island's leading newspapers is distributed to an average of two out of three families in the state.

Providence Journal - Bulletin

CHARLES H. EDDY CO.
NEW YORK BOSTON CHICAGO

R. J. BIDWELL CO.
SAN FRANCISCO LOS ANGELES



CARTONS BY FORBES

Now!

a new product / a new Package
a new display basket for the new Package



A FORBES Display Basket, lithographed in 6 colors. U. S. Patent No. 1,860,349

THE new KNOX-JELL is a delicious dessert, which accounts for its rapidly ascending sales curve. But it first had to be introduced to the consuming public, intelligently and quickly.

FORBES was privileged to create, design and produce the new cartons and displays—cartons that immediately suggest gelatine, yet distinctly identify KNOX-JELL; FORBES patented Display Baskets, rich in color and appetite appeal.

Creative designing, founded upon sound merchandising knowledge and experience, produced these successful sales-building units.

POWERFUL, MODERN, CREATIVE
LITHOGRAPHY AND PRINTING



FOR CREATIVE CO-OPERATION CONSULT FORBES

FORBES LITHOGRAPH CO.

P. O. BOX 513 • BOSTON

NEW YORK • PHILADELPHIA • ROCHESTER • CHICAGO • DETROIT • CLEVELAND

FEBRUARY 1, 1936

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Fleet Owners Pay Average of \$90 per Year per Car in Taxes

QUESTION—*What part of the business automobile expense dollar goes to the tax collector?*

With taxes steadily biting deeper and deeper into business, and adding to its manifold costs, that's a question of vital importance to owners of motor car fleets. Runzheimer & Company, of Chicago, engineers, have just completed an analysis of the costs of operating six fleets with view to arriving at the answer.

In these six fleets are 604 salesmen's cars operated in what might be termed average territory. Two of the companies are in the building supply field, two manufacture machine specialties, one is in the hardware field and one in the drug field. The largest fleet contains 220 cars and the smallest 39.

The total business mileage driven was 11,155,300 for the year or an average of 18,469 miles per car. Four of the companies based their reimbursements to salesmen on cars in the

low price class only; two on the car actually driven by the men, regardless of model or price class.

The total cost of operating these 604 cars was \$412,991.39 for the year, or an average of \$685.76 per car. Of this amount the tax collector got \$90.67 per car!

The average cost per mile was 3.70 cents, of which 0.49 cents represented taxes incurred! The total amount that went for taxes was \$54,766.11! Broken down, the taxes were as follows:

1. Gasoline taxes	\$41,302.58
2. Oil taxes	788.57
3. License fees	6,787.61
4. Federal excise	3,825.84
5. State sales taxes	2,061.51

Total \$54,766.11

In percentages of the whole these taxes figure out as follows: Gasoline taxes, 75.42%; oil taxes, 1.44%; license fees, 12.39%; Federal excise, 6.99%; state sales taxes, 3.76%.

The average amount of taxes paid per car per year total: Gasoline taxes, \$68.38; oil taxes, \$1.31; license fees, \$11.24; Federal excise, \$6.33; state sales taxes, \$3.41.

Gasoline Taxes 75% of Bill

Still the picture is not quite complete. Local property taxes in certain states and localities are not included in these figures for the reason that these are handled as special reimbursements under the Standard Cost set-up. They vary widely in states and localities and are difficult to estimate accurately.

The actual amount of taxes incurred by the operation of the salesman's car is therefore somewhat higher than the figures given in this analysis!

Taxes on gasoline, as shown in the above summary, represent slightly more than 75% of the total tax bill. These are the direct Federal, state and local gallonage taxes included in posted retail prices on standard grades of gasoline. Throughout the country as a whole these average 5.49 cents per gallon.

These taxes range from a low of three cents a gallon in Washington, D. C., to a high of nine cents in such points as Montgomery, Ala., and Pensacola, Fla. In the latter city the posted price of standard grade gasoline on December 23 was 21 cents.

Gallonage taxes alone therefore represented 42.8% of the price paid by the motorist. Which, any child can easily figure, is taxes!

Twenty-four states had sales taxes in effect in 1935 ranging from 0.5% to 3% with an average throughout the nation of about 1%.

What has **NEWS** Got to Do With **ADVERTISING?**

Quite a little. People who trust the news in a newspaper are likely to trust its advertisers. If they can rely on the honesty of the news, they rely on the honesty of the advertisers.

Many advertisers and many agency men have found through actual proof and experience that the readers of The Christian Science Monitor trust its advertisements, and respond to them.

Both for placing merchandise on the shelves of desirable dealers, and moving it into the homes of desirable consumers, the Monitor is a valuable medium.

THE CHRISTIAN SCIENCE MONITOR

Published by
The Christian Science Publishing Society
Boston, Massachusetts

NEW YORK—500 Fifth Avenue

Other Branch Offices: Chicago, Detroit, St. Louis,
Kansas City, San Francisco, Los Angeles, Seattle,
Miami London, Paris, Geneva

A DAILY NEWSPAPER FOR ALL THE FAMILY

We Point With Pride...

To The Results Obtained
by the
SOUTHERN RICE INDUSTRY

**EQUALLY FINE RESULTS
AWAIT YOUR PRODUCT!**



WE always welcome a test — a true test of the Courant's appeal to the women of the Hartford market.

The Southern Rice Industry campaign in the Courant was such a test. It appeared *exclusively* in the Morning Courant.

The results speak for themselves.

It is gratifying to have such a clear-cut demonstration of a fact we have always known—the Hartford Courant—Connecticut's largest morning paper—is read by women and sells merchandise to women.

Are you taking advantage of this **PROVED WOMAN RESPONSIVENESS** in one of the country's leading markets?

SOUTHERN RICE INDUSTRY

OFFICES
MAHONIC TEMPLE BUILDING
NEW ORLEANS, LA.

BETH BAILEY MCLEAN
DIRECTOR
HOME ECONOMICS DEPARTMENT

TRUSTEES
MILLERS' COMMITTEE
J. E. BRIDGES
F. A. FARDA
F. A. GOSCHAU, JR.
P. M. LYONS
P. F. PRITCHARD
GEO. SMITH
C. R. WALTON
W. M. REID
CHAIRMAN

November 13, 1935

Mr. J. W. Thurston
Advertising Manager
The Hartford Courant
Hartford, Conn.

Dear Mr. Thurston:

We were very glad to hear of the very splendid cooking school which you conducted the week of October 29.

[You will be interested to know that we received almost 6,000 requests for Cook Books as a result of the advertising we ran exclusively in your paper.]

Mrs. Shockley wrote us of the very fine audience which you had and of the fine type of women who made up the audience.

There may be a little delay in sending out the Cook Books due to the tremendous number of requests we have on hand at the present time. If, however, any inquiries are made at your office because of the delay in receiving the Cook Books, you can tell the women that the Books will be sent to them before Christmas.

We are hoping that you will continue to use rice recipes on your food pages so that your women readers may learn more about rice, the economical, versatile energy food.

We want you to know that the Southern Rice Industry appreciates the cooperation which your paper has given us.

Cordially yours,

Beth Bailey McLean
Beth Bailey McLean, Director
Home Economics Department

The Hartford Courant

Represented by Gilman, Nicoll & Ruthman—New York, Philadelphia, Boston, Chicago, Detroit, San Francisco, Seattle

FEBRUARY 1, 1936

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Quinn Sees Aims of Business and Government Identical

THERE need be "no essential quarrel" between industry and government because public service is the purpose of both. This was the theme of an address on "Social Conscience in Business," delivered by T. K. Quinn, president, Maxon, Inc., before the Pace Institute, January 29.

Said Mr. Quinn: "... Large industrial institutions have grown to gigantic size and importance, rivaling governmental bodies. Our American civilization is largely dependent upon

these industrial organizations. Names such as United States Steel, Standard Oil, American Telephone and Telegraph, General Motors, Ford, General Electric and about two hundred others have come to represent a large proportion of the business of the country. Some of them are, and all of them should be so managed as to make any attack upon them unpopular. These organizations are great and can be made even greater forces for the general good. Whatever the historical

record in each case, there need now be no essential quarrel between these industries and government. Public service is the purpose of both. Each has its place.

"If this country is to fulfill its promising destiny, business and industry have definite parts to play. The public does not want or expect business to abdicate in favor of government. They do not perform identical functions. Each is indispensable. It is, however, more practical to humanize efficiency than to make all of human nature economically efficient. We can no more depend entirely upon government than we can depend entirely upon business. Industry may be a little backward in courting public good will. It could furnish leadership of as high or higher moral character than government. But there is work to be done not only in advertising and selling the product, as some mistaken advocates would have us believe, but in improving it. The approach to such leadership is through a social conscience.

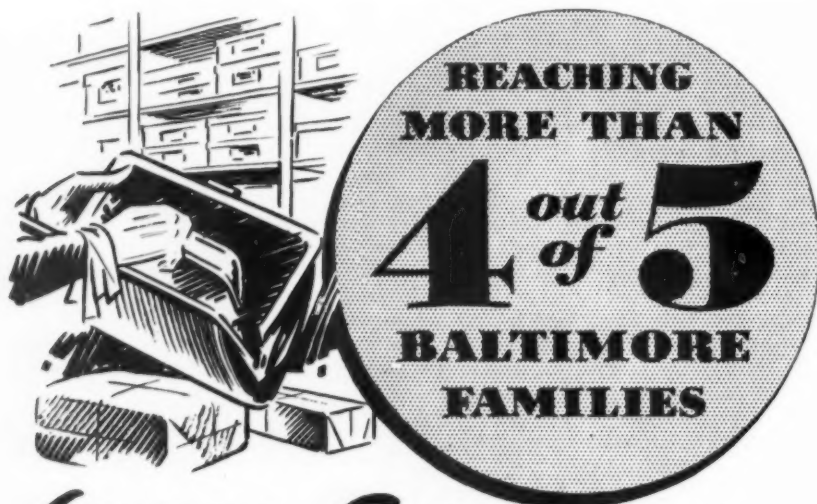
No "Soap Box" for Business

"In the game of politics one senses and feels more than mentally grasps. If business men should exhort their associates to enter the political arena and fight—what of it? They would be awkward, often pitiful spectacles. They are efficient, scientific. Politics deals more with human nature. The study of the mass public and its reactions is an involved one in itself.

"When business sees the light it will be non-partisan but friendly with politics, listen to the dictates of social conscience and mentally assume broader social responsibility for the general welfare and economic well-being.

"We have approached the ideal of the greatest good for the greatest number, in this country, by preaching the broader doctrine, but in practice arranging first, and quite naturally, the greatest good for the most fortunate few. This was the practical way to go about it. But in our democracy the power rests finally with the greatest number. He who would lead or serve them well should understand them. If his judgments have been formed heretofore, from the viewpoint of the few or only as many as he thought necessary, he must change that viewpoint and begin to think in terms of the many, first. More—he must feel in terms of the many. We need fewer people working for themselves and more working consciously for the general welfare.

(Continued on page 186)



60,000 Extra families
can buy a lot of your goods

And you can sell them with this one dominant evening paper.

For the NEWS-POST, with its more than 200,000 daily circulation, reaches 60,000 more families than any other Baltimore evening paper. To "one paper" buyers, NEWS-POST leadership is tremendously important; its more than 84% city market coverage makes it a powerful sales weapon. In multiple paper campaigns the NEWS-POST, quite obviously, should carry the "backbone" of your schedule. Results-seeking advertisers gave the NEWS-POST a 1,202,047 line gain in 1935. Following its phenomenal gain of 3½ million lines in 1934 this can mean but one thing: For SALES RESULTS the Baltimore NEWS-POST.

BALTIMORE
NEWS-POST

Baltimore's Family Newspaper

Represented Nationally by

HEARST INTERNATIONAL ADVERTISING SERVICE

RODNEY E. BOONE, General Manager

On Sundays

The Baltimore American also gives you a plus coverage—circulation more than 227,000—the largest in all the South and over 30,000 more than any other Baltimore Sunday paper.

Creators of Sales Contests and Merchandising Services

PHONE 3-8287

Carr Speirs Company

Stamford, Connecticut

32 BROAD STREET

December 30, 1935.

Mr. W. E. Dunsby,
Vice President,
Sales Management,
420 Lexington Avenue,
New York City, N.Y.

Dear Mr. Dunsby:

You may be interested in knowing that we are more than pleased with the results secured through our first ad in the November 10th. issue of your publication - results have far exceeded our expectations.

We have received 43 inquiries traceable to our initial bow in SALES MANAGEMENT, 32 of which have already taken a year's subscription to our monthly BUSINESS STIMULATORS service.

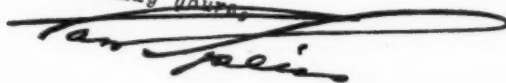
And in addition, because of the nature of our business of furnishing sales contests, bulletins, etc., we have received additional business from 14 of these new accounts, which runs into a considerable volume and, in all probability, will continue to do so.

Inquiries have been extremely diversified as to class of business and territory. An interesting angle is that we have received business from fields that we did not even consider prospects and consequently had never solicited.

It may also be as much of a surprise to you as it was to us to know that we have received orders from London, Honolulu and one arrived yesterday from Burma, India.

With these facts before us, it is only natural that we enclose our contract for space covering 1936 to back up our direct mail program.

Cordially yours,



President

Carr Speirs
jds

PUBLISHERS OF BUSINESS STIMULATORS

Perhaps You'll Get No Orders from Burma—But . . .

Brooklyn, Baltimore, Boston and Buffalo responses will be gratefully accepted. The big points are that SALES MANAGEMENT reaches out in all directions and gets key executives in all industries—and these readers respond to good advertisements.

"Business must have mechanics, engineers, accountants, mathematicians, logicians, etc., but when it comes to management, to interpreting public reactions, understanding human nature and living in helpfulness with people, give me a man of instinct, of emotion, of feeling and above all, of divine self-restraint and discipline and you can have the smartest, psychically unrestrained, business man, as such, that you or I ever have met or ever will meet. As our democracy progresses and the public becomes better informed, these human qualities will be placed at higher premiums. The disposition to regard the rights of others grows in importance as society

becomes more complex. Only those institutions which recognize these qualities will continue in public favor. The gift of social conscience, natural or acquired, is most closely related to senses other than the purely intellectual.

"In that social conscience emphasis will always be placed upon the general welfare. It does not need to conflict with the methods or purposes of enlightened private enterprise. Merit will be preferred over favoritism, as competition usually requires now. Employes will be paid not as little but as much as can be afforded. High position will not be given to extremely selfish men. The value of an execu-

tive officer will not be measured alone by the amount of dividends paid to stockholders or even the preferred treatment of employes. Industry will not attempt to usurp the functions of government. A system of checks and balances will be employed to adjust equities. Leadership in industry will be in the hands of socially conscious men, serving in the nature of trustees, who will give proper weight to all factors, primarily in the interest of those associated in the enterprise but in harmony with the interests of the public as a whole. Industrial and commercial institutions cannot well become partisans in politics.

"Business can undertake this social responsibility to even better advantage than the inefficient government. But business must change some of its objectives. Merely to increase the number of automobiles, radios, telephones, electric refrigerators and even wired homes in use, however worthy, is not a sufficiently broad ultimate ideal. . . .

Selfish Materialism Is Passé

"We are trying to attain greater contentment, better understanding and more satisfaction for more and more people. Business as well as government may furnish some of the spiritual as well as the material requisites. It is to the development of manhood that any industrial or social system should be devoted. Let this be the great purpose of business. The public will not long look up to any individual or institution which is not in turn looking up to something better than itself.

"This is a critical time in the history of our country. It is a time which calls for the best in business statesmanship. Profits should not be increased at the risk of increasing social dissatisfaction. The confidence of labor and the public must be won. Every move of the government should not immediately be considered antagonistic. The preservation of American institutions is at stake. Whatever your politics, there is more to fear from the radicals and chronically discontent than from the two major parties, except, when in blindness, they look in and not out of themselves.

"It is entirely feasible for business men to be individualists and as selfish as they must be, while at the same time regarding the good of society as a whole. Business can learn to forbear and refrain whenever there is a conflict with the public interest. A combination of enlightened self-interest and unselfishness working along together should maintain a practical balance. The recent depression taught us a great lesson."

A

N N O U N C I N G

A NEW SIZE FOR

Harpers

M A G A Z I N E

CIRCULATION  OVER 100,000

EFFECTIVE WITH MARCH 1936 ISSUE
FLAT AND LARGE SIZE PLATES CAN NOW BE USED

Advertisers may now use $7 \times 10\frac{3}{8}$ plates as Bleed Pages in addition to the standard size $5\frac{1}{2} \times 8\frac{1}{2}$ advertisements.

While it will not be a flat size magazine, the new dimensions will accommodate both standard size and flat size advertisements, and in most instances will eliminate the necessity of making special plates for Harpers Magazine.

This size will also permit the use of the plates for $9\frac{3}{8} \times 12\frac{1}{8}$ advertisements if the layout can be adapted for two-page horizontal spreads.

The Magazine will retain its original characteristics. At the same time, the increased size will add materially to its attractive appearance and allow wider margins for the text.

The standard size advertising pages will retain the rate of \$450, there being no increase in cost with the increase in size from $5\frac{1}{2} \times 8$ to $5\frac{1}{2} \times 8\frac{1}{2}$.

The Bleed Pages, $7\frac{1}{8} \times 10\frac{3}{8}$, affording advertisers an increase of 52% in page area, will take the rate of \$500 per page, an increase of only \$50. Color Bleed Pages will be \$900; standard size, \$850 as formerly.

H A R P E R & B R O T H E R S • P U B L I S H E R S



Wanted: Salesmen Who Demonstrate Their Wares

(Continued from page 147)

but also our ability to think for ourselves. Our ability to be content, but never satisfied, is a demonstration of our belief that what is seemingly impossible today will become tomorrow's reality.

So, Chevrolet, as an organization, intends to capitalize upon the human desire to be shown and sold by demonstrations. Our 1936 cars and trucks, now on display, are the finest products we have ever built. We think we have the finest values ever offered in the low-priced field and that *demonstrations will prove it.*

It is not only our belief but an acknowledged fact that over a period of years we have built one of the strongest and most capable retail selling organizations in the industry. Year after year our men exceed the quotas we set. Why, then, should we give particular attention to their selling methods? Why attempt to assist dealers in training salesmen? Why try to arouse in the salesman's mind a desire and enthusiasm to better past selling records?

The answers to these questions, and many more that might be asked, are obvious. We progress and prosper in direct proportion to the success attained by our dealers and retail salesmen, and anything we can do to help them become more successful retail merchants will be mutually beneficial.

In any field of selling, men hold their present positions because, at some time in the past, they demonstrated to someone's satisfaction that they had the ability to do a better job. In my opinion there are now, and always will be, unlimited possibilities for salesmen in the automobile field. But, to reach the top in their profession they must continually demonstrate — first, their own capabilities, and, second, the merits of the product they sell.

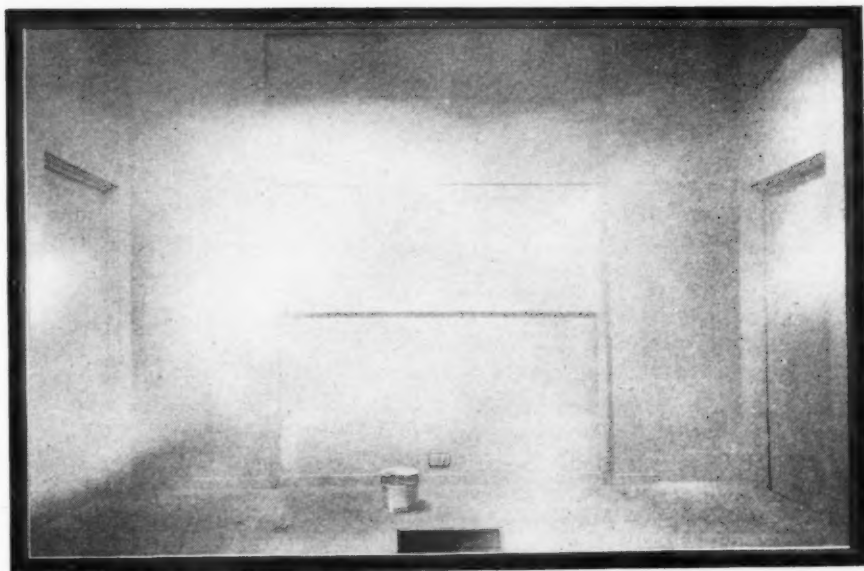
To such men, the right way is the successful way—and that, too, can be proved by demonstration.

Lichtenberg Opens Office

Bernard Lichtenberg, formerly vice-president and director of the Alexander Hamilton Institute, announces the opening of offices in the Graybar Building, New York City, as a Public Relations Counsel. He is taking over the clients who until now have been served by John W. Darr. Mr. Darr has been elected vice-president in charge of public relations and advertising for Commercial Investment Trust, Inc.

A number of the members of Mr. Darr's staff are joining Mr. Lichtenberg's new organization.

Mr. Lichtenberg, a former president of the A.N.A., is a director of the Better Business Bureau of New York.



Actual photograph* of preferred position
"next to pure buying matter" . . .

HELLO! That's the first time we ever saw in a magazine a picture of an empty show window.

Someone's window display cut-out is being dragged up out of the cellar and will be installed there for a week or two. Yours? And will a tie-up display go on the counters inside?

There's a common job for market research—to find out, tabulate and interpret the answers, city by city, to the questions: "Are our merchandising helps being properly used by our dealers; how often compared to competitor's; what do dealers think would improve our stuff?"

Our more-than-three-thousand trained field-workers—living locally—can get you the answers quicker and more accurately than you can get them in any other way. (Especially if you sell through jobbers.)

And market research—as we do it—costs less than wasted lithography and shipping charges. "It's no fun to be fooled; it's better to know" what to do to get more showings next to pure buying matter.

* As a matter of fact, this really is an empty show window.

FREE CHECK LIST

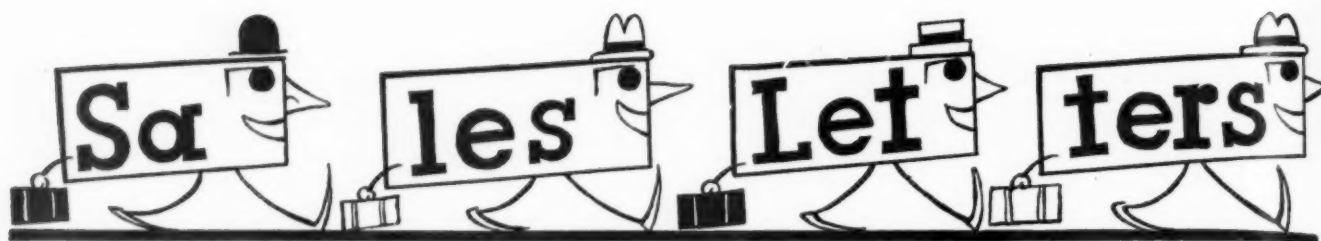
Send for list of 81 types of problem-solving research possible to use in the business man's daily routine, to make safer 81 kinds of decisions his job constantly calls for. No obligation. It will help any business man determine if he is unknowingly overlooking safety factors which other men in his line employ. (Use or attach your letter head.)

MARKET RESEARCH CORPORATION OF AMERICA

Formerly Percival White, Inc.,
and Arnold Research Service

Rockefeller Center, N. Y. City
120 S. La Salle St., Chicago

**Prevents those wrong decisions, based upon
faulty facts, which cost you time and money**



BY MAXWELL DROKE

Anti-Verbosity Society Member Rides His Hobby at a Gallop

My good friend, Robert K. Orr, president of Wolverine Insurance Company, Lansing, Michigan, has a very practical hobby. He has spent much time in the study of business letters, with special emphasis on the elimination of useless words and phrases. In a recent booklet, *The Analytical System of Teaching Business Correspondence* (which I understand has been made a standard text by sundry Boards of Education), Mr. Orr quotes what is, I fear, an all-too-typical example of American correspondence:



Maxwell Droke

"Our shipping clerk has asked me to approve the several orders which you have recently sent us.

"Now, we dislike very much to withhold the shipment of any goods that you may need for the conduct of your business. Yet we find, on reference to our ledger, that your account with us continues considerably in arrears.

"You will no doubt agree with us that past due bills should be paid before we allow new obligations to be assumed. When this letter reaches you, will you not take care of the balance that is now due, or whatever part you may not then have given your attention?

"Then we shall be very glad to send your goods at once."

In his discussion of the letter, Mr. Orr comments:

"The first sentence, 'Our shipping clerk has asked me to approve the several orders which you have recently sent us' is superfluous in its entirety. . . . The thought in the first sentence of the second paragraph stated in the fewest words is 'We dislike to withhold shipment of goods,' but this is too brief to sound well. The word 'now' is not essential, but some people think it adds something to the tone of the letter. The words 'for the conduct of your business' serve no useful purpose. . . .

"In the second sentence of the second paragraph, the words 'on reference to our ledger' add nothing to the letter. Likewise, the words 'with us' are useless. . . . Some people prefer to eliminate the words 'we find that' also.

"In the third paragraph, the words 'no doubt' are overworked. Not only do they serve no useful purpose, but they weaken the sentence. . . . Putting the words 'no doubt' into the sentence raises the question to many people that there may be some doubt. This phrase does not convey to all people exactly the same shade of meaning. . . . The words 'when this letter reaches

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

you' add nothing to the letter. . . . It is difficult to understand why the words 'or whatever part you may not then have given your attention' were ever put into the letter.

"The amount due' is certainly the amount to which he has not given his attention."

Mr. Orr emphasizes the point that there is little if any good will in the original letter, and no attempt has been made, in this case, to put good will in the revised letter. In other words, even with the faults of verbosity corrected, Critic Orr doesn't think much of the missive. Do you?

Here's a Credit Letter That Wins Friends and a Prize

By contrast, I would like to give space here to what I consider an uncommonly constructive credit letter. It comes to us through the courtesy of Continental Coffee Company, and incidentally won first prize in a recent group sponsored by SALES MANAGEMENT's "Round-Table Letter Clinic." This presents a strategic handling of one of those apparently "hopeless" cases which, in these times, so frequently bedevil the collection man. If business *does* get better for this man, Continental will have both a customer and a booster. If it doesn't—well, the chances are rather remote that a hard-boiled collection letter would or could accomplish anything:

"Your letter of the 15th is appreciated more than I can say.

"Not only that, I want you to know that I also appreciate the situation you are in. If there is any way in which we can help you to readjust yourself and get started again on the road to more prosperous times, believe me, we want to do it.

"Things have been tough for a lot of people during the past few years. Even the best of us have had bad breaks. That's the reason why I feel that *my* company, at least, should strive to help, instead of making matters worse for the fellow who's had reverses.

"As a business institution, it is natural that we should dislike to lose money. But, somehow, I believe that the money you owe us is not going to be lost. I have a deep feeling that one of these days, when the sun begins to shine again, you're going to pay up. And when that time comes, I know it's really going to be a 'grand and glorious feeling' for everyone!

"If you should feel able at any time to send a dollar or so towards the amount you

owe, you needn't be reluctant to do so. We'll gladly go through all the bookkeeping necessary to keep track of these small payments until you're completely square on our books. But if this isn't possible, don't let it worry you. I know that the day will come when you *will* be able to pay—and when it does, I know you'll do it.

"Meanwhile, if statements should continue to reach you every month, it's just because this is a regular routine of our business, and is intended to remind you of the balance due.

"I sincerely hope that things begin to break better for you very soon, and I hope you won't forget to let me know if there is anything my company or I can do to help you in any way, at any time.

"Thanks a lot for the business we received from you in the past, and best of luck to you for the future!

"Sincerely yours,
"Credit Manager."

This Form of Racket Gripes Me Because It's So Illogical

It is, perhaps, scarcely within the province of this department, but since I have not done a good round job of denouncing for quite a spell, I can't resist the opportunity to say a few words again' one of our newer rackets. It's worked about like this: A shabbily dressed man knocks at your door and presents a grimy card, such as no self-respecting bedroom print shop would sponsor. The purveyor hastily beats a retreat and the Lady of the House, slightly dazed, turns to the card and reads:

"Dear Madam,
"Tomorrow a number of men who have no work will deliver Vanilla Butter Wafers and Mixed Cookies. The ——— Cooky (sic.) Co. will make them. You will receive full value, FIVE DOZEN rich, mellow cookies, made with strictly fresh eggs and butter and wrapped in cellophane for a QUARTER as well as help an unemployed man. Will you take a package of them in the morning? It will be appreciated."

The housewife, if she is something of a sap, may reflect that she really ought to help the poor men "who have no work," and will proceed to hairpin two bits out of the baby's bank and invest it in a batch of lousy merchandise that no member of the household can be induced even to dunk in the morning coffee.

Unfortunately, there are enough of these kindly and well-meaning folk to make the racket moderately profitable for the shrewd bakery backing the promotion. The woman who thus invests in 25 cents' worth of glowing self-satisfaction does not pause to consider that the position of this peddler is no different from that of any other individual in this workaday world. He is performing a job, just as is everyone else who seeks to trade services for money. He has no more claim upon us than has the corner grocer; indeed, he has somewhat less claim, because his merchandise is inferior.

SALES MANAGEMENT

How California Makes Life Tough for Price Cutters

(Continued from page 156)

goods below cost. These two stages, respectively for emergency and for long-term application, as follows:

(a) First has come publication of minimum retail prices such as do or will prevail in the locality when the usual operating costs, as enumerated in Section 5 of the act, have been considered in the mark-up. If such minima are to be set at all, it is certainly wise to place them at so low a level that even the most efficient merchandiser cannot afford to go lower—in fact, so low that a merchant would lose money if he sold all of his goods at the named minima. In general, the associations seem to have done this. The responsible associations avoid fostering any impression that the law will be broken by selling at prices below the minima, but they warn members of the trade that such sales may cause investigation, and that the retailer should be prepared to prove that his costs are low enough to warrant his price. This phase of their attack is most easily applicable to packaged and branded goods, but is being adapted even to such a difficult line as meat retailing, by suggesting minimum differentials from the wholesale prices for various items. The plan is described as a stop-gap to ease destructive price-cutting and to furnish some temporary floor of operations. Very few association men believe that such minimum schedules can be enforced under the law, others doubt the wisdom of such lists from the public relations viewpoint, and still others doubt their legality, since the existing state law specifically prohibits price agreements between retailers.

(b) Long term preparations involve an operating cost study, by localities and by types of concerns within the trade. This will be used for educational purposes and as reserve ammunition for actual prosecutions under Section 5.

Mark-Ups May Prove Snag

These studies deal with operating cost for the retailer's operations as a whole, and do not attempt at present to define distribution costs for individual commodities. The law, though not explicit, is capable of being interpreted to apply to costs of the store as a whole, and its supporters feel that the local courts have given tacit approval to this interpretation. An official opinion, requested by trade association representatives from the Attorney General of the State early this Fall, did not clarify the point as had been hoped. Economically and competitively many authorities consider it dangerous to force application of an identical cost factor or mark-up to all commodities within an establishment, opening the field to specialized distributors able to handle their commodities profitably at a narrower margin. Commodities differ widely as to the

handling functions that go to make up cost: Storage, financing, spoilage, selling, credit. One item may entail three times as much handling cost per dollar of sales as another item in the same store.

Even a statistical study of operating costs for stores—without getting into single commodity complications—can be actually misleading and dangerous unless properly done. There is danger that newly formed associations venturing upon such work will not be familiar with the pitfalls. Faulty methods of computation, such as the use of an ordinary arithmetic average under certain circumstances, may give results as much as 50% out of line with the typical experience of the re-

porting stores. At the start of any such work, moreover, it is difficult to obtain the figures from the individual concerns until confidence has been built up and the value of the results proved. At this early stage an outside organization, well known as an impartial agency, may obtain strikingly better returns than would result if reports were sent to the association office. NRA experience showed how difficult it is to convince an enthusiastic newly-formed group that the start of statistics-gathering should be made as simple as possible, in order not to discourage replies, weary the contributors, and confuse the recipients. Completeness of de-

(Continued on page 190)

THE January, 1936 issue of **MILL & FACTORY** carries the greatest dollar advertising volume of any industrial publication in the United States. To be *first* in any month of any year is a signal honor . . . to achieve that place in January, when many time-honored annual and special issues bloom, is an unusual achievement.

Why has **MILL & FACTORY** swept into first place? Why did *this* publication break its own all-time records last year—for both circulation and advertising volume? Why will these records fall again in 1936? Any man spending money for industrial advertising must be interested in the answer!

Born only eight years ago, **MILL & FACTORY** was handicapped in the beginning in every way except one. It had a new publishing idea . . . a radically different *technique* that brushed aside hide-bound practices in both editorial and circulation. This idea or *technique* was viewed with horror by traditionalists but warmly welcomed by manufacturers who saw no reason why better values could not be developed in the industrial publishing business, as well as in the field of industrial products.

The organization behind the idea was small. The first year it numbered the grand total of seven people—so it was hardly sheer force of numbers that could be counted on to make **MILL & FACTORY** successful against the keen competition of the country's great industrial publishers. The finances of this group were also extremely limited. The idea just had to be good!

MILL & FACTORY
A CONOVER-MAST PUBLICATION

Advertising Offices:

NEW YORK
205 E. 42nd St.

CHICAGO
333 N. Michigan Ave.

The Triumph of a Technique

tail should be sacrificed in favor of completeness of returns.

The types of business to which a law of this sort can be successfully applied are admittedly limited, but these limits fortunately seem to include the spots where the merchandising troubles have been worst. The manufacturing associations of California appear wise in making almost no attempt to apply the law to manufacturers' sales. Destructive and irrational price wars among manufacturers most commonly result from a scramble for a decreasing volume of business, and are rare when business is on the up-grade. Retail price

scrimmages appear to have almost equal intensity at all stages of the business cycle.

The application of such a law to retailers is simplified by the fact that the consumers they serve can be considered a single class of customers, with all comers enjoying the same price scale. A manufacturer's various prices to his several classes of customers—retailers, wholesalers, contractors, etc.—are not only sanctioned by custom, but generally justified by differences in selling and service costs, and any computation of those differences is complex. The problem of "joint manufacturing costs" in

plants making an assortment of grades, lines, sizes, etc., makes the legal tangle of proving or disproving cost data seem almost hopeless. It has been argued that a prospect of success is better in the case of distribution, where the joint costs applicable to any commodity (the merchant's cost of doing business) are a minor part of the resale price in most lines of trade.

From the administrative standpoint, this seems to be a character of government regulation which more nearly satisfies the business man's specifications than previous plans. It does not involve a bureaucracy, likely to act as judge and prosecutor simultaneously. Disputes or questions will be decided in the regularly established courts. The balance of caution and aggressiveness, with which California trade associations are approaching the problem of prosecutions, is expected to keep weak cases out of court, avoiding the bad effect on morale of even an isolated adverse court decision. Formal and expensive organization of the trade or industry is not required. Compulsory contributions, and doubtful equity of men sitting in judgment upon their competitors, are not involved.

The California experiment is certainly worth watching, regardless of the room which exists for difference of opinion regarding its desirability and prospect of success.

"I'm off the gold standard."

says Mr. Jones, sales executive

WE used to give cash prizes in sales contests—but no more! Now when we want to chalk up a real sales record, we give Furness-Bermuda trips. And *what* a difference it makes!"

You want results? Then offer a trip to Bermuda on the "Monarch" or the "Queen," and watch your salesmen crash through. We know what we're talking about, and letter after letter from delighted clients prove it.

Let the Convention Department of Furness Bermuda help you put across your sales contests and conventions, as it has helped hundreds of others! It will furnish you with contest plans, broadsides, portfolios . . . provide you with vital sales-producing ammunition.

* * *

The MONARCH OF BERMUDA and QUEEN OF BERMUDA are transatlantic-size vessels, "pleasure-planned" throughout. Every stateroom with private bath or shower. \$250,000 dance decks. Tiled swimming pools. Large sports decks. Unsurpassed entertainment. Complete facilities for small or large conventions at no additional expense. Special meeting rooms hold up to 700.

For further information write now to the Convention Department, Furness Bermuda Line, 34 Whitehall St., New York, or 180 N. Michigan Ave., Chicago.

Aerated Brick Makes Bow

(Continued from page 174)

nor does the management believe that it embodies patentable principles, in view of the fact that bricks have been made for years with from three to ten holes.

The merchandising plan at the present time consists of sending samples, wrapped in Cellophane, accompanied with descriptive pamphlets (also enclosed in Cellophane envelopes) to brick dealers in the various cities.

The Royalton Face Brick Company is independent of all other companies and is under the immediate management of Mr. Swengel. His experience in the brick line covers a period of approximately 25 years. As regards competition, he says: "We have nothing to fear from either substitute materials or prefabricated buildings. The outer walls of a structure represent only a small proportion of the cost of a house and we know it will be impossible to construct walls which will be as permanent and beautiful at a lower cost than the walls of E-con-O brick."

AN ARMY OF FACT FINDERS AT YOUR COMMAND

The
**WORLD'S LARGEST
FACT-FINDING
ORGANIZATION**

R. L. Polk

For sixty-five years, it has been our business to get facts about people from the people themselves.

During that time we have built up and trained an army of more than 3,000 permanent, salaried fact-finders, covering 5,000 communities, directed from 18 regional and 72 branch offices.

Our men know every house, every business establishment, every busy street, every vacant lot in their territories. They know the people who live in them. They know their buying habits, their thinking habits, what they are eating, what they are wearing, what they are doing. They know consumers, dealers, wholesalers.

In other words, they know your customers and their job. At a word from you, they can swing into action on the job of finding out anything you want to know about your customers.

Polk service does not stop there. We do the complete job. High-speed mechanical tabulators, modern equipment of every kind, experienced management enable us to carry through from start to finish—tabulating, correlating, breaking-down facts found by our investigators. Our size and experience enables us to do it thoroughly, rapidly, inexpensively—a complete job in one organization.

No matter how you've handled research problems in the past, find out how, and on what terms, R. L. Polk & Co. can help you handle them in the future.

No matter how big or small the job, let us bid on it. Take advantage of our nation-wide, experienced organization of fact-finders. At least find out about it. Write to us for details and estimates.

R. L. POLK & CO.

MARKETING RESEARCH DIVISION

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• **Detroit, Michigan**

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Caledonia 5-8500

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Dealer and consumer investigations . . . marketing and merchandising researches . . . advertising copy and campaign testing . . . complete field operations . . . statistical and quota services . . . individual surveys . . . machine tabulations.

A NATIONWIDE MARKETING SERVICE ORGANIZATION

OFFICES IN PRINCIPAL CITIES

MEDIA and AGENCIES



Book of Facts

Even when they are angry, women like to go about it in the proper way. Our wife decided the other day to write a letter of protest about something to all the Congressmen from New Jersey. She wanted to know how to address a Congressman. We said, "Look it up in the *World Almanac*." She could not find our old *World Almanac*, so she bought a new one.

We sat down with it and improved our mind. "What to call a Congressman" wasn't in the index, but "King, how to address" was. Kings and Congressmen and Ministers Plenipotentiary, we found, were taken care of together on Page 373, under "Forms of address for people of rank."

In the rest of the evening we learned about "actresses, noted bygone," "camphor production in Formosa," "cities, cost of educating pupils in," "Diesel engines" (which were just two lines away in the index from "Diocletian baths"), "hogs in principal countries," "lightning stroke, treatment for," "Ruanda and Urundi," "sea disasters, noted, since 1833," "workers, gainful" and "zero, absolute." The index went all the way from "AAA taxes" to "Zuyder Zee reclamation."

"The *World Almanac and Book of Facts*," of which this is the fifty-first edition, is published by the New York *World-Telegram*, a Scripps-Howard newspaper. The current issue, which appeared last month, contains over all 1,024 pages, of which 99 are advertising.

Stephen P. Glennon, advertising manager of the *Almanac*, showed us the first regular issue, published in 1886 when Joseph Pulitzer and his New York *World* were busy sweeping aside some very old traditions in American journalism. There was, however, an earlier series of *World Almanacs*, which began in 1868 and ended in 1876, and a humorous publication with no tables or calendar, called "*Almaniac*," published in 1879.

For half a century the present book has offered a chronological summary of the events of each succeeding year, of the progress of history and the expansion of human information. Although much of this information may appear to be "set," Mr. Glennon emphasized that every page is changed every year.

The fact that for 40 years the *Almanac* reappeared regularly with the same cover showing the gilded dome of the same old World Building had much to do with this impression. The 1886 issue carried an allegorical conception of the Statue of Liberty which (we learn from the *World Almanac*) was placed permanently to rest on Bedloe's Island on October 28 of that year. The golden dome was adopted in 1894, and discarded last year.

When Scripps-Howard acquired the *World* in 1931, and merged it with the New York *Telegram*, the *Almanac* went with it. The new owners set out to modernize the book. The world was shown against a green and black background. The price in 1886 was 25 cents a copy. (It

was quite a little book—160 pages of editorial, 12 of advertising—but the advertisers included some big concerns. We noted particularly bankers, such as Drexel, Morgan & Co. and National Park Bank and Brown Brothers.) For years the retail price was 50 cents east of Buffalo and Pittsburgh, and 60 cents west. That was for a paper cover book, the only kind then sold. In 1900 a cloth edition was added.

This year the price for the paper cover book was increased 10 cents in each area and a hard cover remained at \$1. There is also a de luxe leather binding for \$2 (which includes your name on it in gold letters).

Ninety-five per cent of the *Almanac* distribution has been through the American News Company, which bought the copies outright. Despite the increase in retail price, sales this year are about 10% above total retail sales last year. There is a "free list" of only 700 copies. Five hundred of these go to newspapers for reviews. Everything else is *not paid*.

Several advertisers—among them International Correspondence Schools and Postal Life and Travelers insurance companies—have been with the *World Almanac* regularly for 29 years. The quarter-century list includes G. & C. Merriam, dictionaries; Funk & Wagnalls, Barnes & Noble, school books; W. Atlee Burpee, seeds, La Salle Extension University, an advertiser for 17 years, uses four or five pages regularly, and Haldeman-Julius Company, an advertiser for nine years, has used as many as 16 pages in an issue. Percentage of advertiser renewals this year, it was said, was larger than ever before. Most of the advertising is couponed. A study of all advertisers has shown a total of 100,000 coupons in a year. The page rate inside is \$180 run of paper to \$300 opposite index pages. Covers range from \$300 to \$800.

For a time the *World Almanac* was troubled by its popularity with medical advertisers, offering products of somewhat doubtful curative value, and with publishers of sex books. In recent years, however, there has been a steady tightening of censorship. Eighteen pages of sex books were rejected in the last year. Progress has been made among radio, insurance and typewriter companies—the latter getting exceptional results.

Present advertising volume, Mr. Glennon showed, is about as large as last year's despite the censorship.

The book interests people in various walks of life. But from its very nature they must be educated or educatable. (President Nicholas Murray Butler of Columbia University is one of the prominent regular readers. He takes the book with him wherever he goes.) They are prospects for a variety of things. Many of the copies, of course, have a lot of readers, and each advertising message has a life of at least a year.

Incidentally, although containing no "blurbs" for the New York *World-Telegram* or Scripps-Howard, the *World Almanac* bears their names on its cover and is, to that extent, a promotional medium for them.

Canada Fights Back

One feature of the Canadian-American Trade Treaty was the removal of a tariff on American magazines going into Canada. This may have been the chief motivating force in the decision of Canadian publishers to join cooperatively in selling Canadian magazines and their advertising pages to Dominion business men. *National Home Monthly*, *Canadian Home Journal*, *Chatelaine*, *Maclean's Magazine*, and *Canadian Magazine* are running pages which tell the story of the home-country magazines—the part they can and do play in merchandising worth-while products, in creating a zone of dominant sales influence among the able-to-buy homes of Canada.

Scripps-Howard Announces Color and Monotone Roto

The Scripps-Howard newspapers in 24 cities are offering for 1936 a series of nine-color and monotone rotogravure sections similar to the "Famous Babies" section which was a part of those newspapers at Thanksgiving time in 1935. Running from March 13 to December 15, sections have been arranged for the following events: Easter, Dionne Quins, Independence Day, Labor Day, Columbus Day, Armistice Day, Thanksgiving Day, Christmas Day, and an automobile section to be released simultaneously with the opening of the automobile show in each Scripps-Howard city. Rates range from \$2,250 for quarter-pages in monotone to \$8,000 for full-pages in monotone or four colors.

U. S. Radio Bill 700 Millions

According to an analysis made by O. H. Caldwell, editor of *Radio Today*, the 1935 radio expenditures were made up as follows—5,750,000 radio sets and 73,000,000 tubes, costing the public \$367,000,000. To operate the nation's 28,500,000 radio sets now in use, listeners paid \$150,000,000 for electricity, batteries, etc. And they called in service repairmen to the tune of \$68,000,000. Meanwhile \$86,000,000 of "time on the air" was sold by the nation's 630 broadcasting stations, and talent for these programs cost the sponsors \$25,000,000 in addition.

NBC points with pride to the fact that every one of the nine advertisers who spent more than \$1,000,000 each on networks during 1935 was an NBC client . . . and CBS counters with the statement that they led all networks in 10 of the commodity classifications, with NBC's Red network leading in eight and the Blue network in five . . . to which NBC makes the rejoinder that their network served 75 out of the 100 leading radio advertisers during 1935 and secured 63.8% of the total radio appropriations of these companies . . . but CBS makes the spirited come-back that an analysis of the 150 leading radio advertisers showed that 103 used CBS or NBC Red or NBC Blue exclusively—and that of these advertisers, 44 used Columbia, 29 NBC Red, and 26 NBC Blue. . . . Neither network seems to have the ability for quick knockouts which is possessed by Joe Louis, and the seemingly endless battle of comparisons is still proceeding merrily as we go to press.

In addition to increasing its daytime power to 5,000 watts, WDRC, Hartford, has installed a Truscon Vertical Radiator Antenna system which increases the signal strength of the station and its range. The antenna system consists of a single mast 308 feet in height.

Why Do Agencies Advertise?

We recommend for required reading the Lord & Thomas advertisement on page 175 of this issue. As they say, they have no notion that any large advertiser will come in, lay one of their advertisements down, and say, "I would like Lord & Thomas to handle my advertising." What follows applies equally well to both other agencies and sellers of advertising: "But this we do know, and this we expect from the present campaign: that it will build a background for us among the limited number of men at whom it is primarily aimed. Such a background as will influence advertisers when they are considering their appropriations, and cause some of them to invite us to submit our thinking about their problems, when the time is ripe."

Harpers Ingenuity

Harpers Magazine has found a way to accept 7" x 10 3-16" plates without changing its own standard type page materially. These larger plates will be run as bleed pages with an increased page area of 52% but a money increase of only \$50—regular 5 1/2" x 8 1/2" pages, \$450; bleed, \$500. The change is effective with the March issue.

Account Changes

The National Association of Margarine Manufacturers to Erwin, Wasey & Company. . . . Visking Corporation of Chicago to Henri, Hurst & McDonald, Inc. . . . Window Shade Institute to N. W. Ayer & Son, Inc. . . . John B. Stetson to Kenyon & Eckhardt. . . . The Fox Furnace Company, division of the American Radiator and Standard Sanitary Corporation, to Blaker Advertising Agency, Inc. . . . USL Battery Corporation to N. W. Ayer & Son, Inc.—also The Container Corp. of America. National Surety Corporation to New York office of Jerome B. Gray & Company. . . . Dri-Brite, Inc., to the St. Louis office of Gardner Advertising Company. . . . Transcontinental & Western Air to William Esty & Company. . . . Park, Benziger & Co., Inc. (Charley's rum) to Metropolitan Advertising Company. . . . Associated Wool Industries to Lambert & Feasley. . . . East Ohio Gas Company and Haller Baking Company to Ketchum, MacLeod & Grove, Inc. . . . Elmo Sales Corporation of Philadelphia to Redfield-Johnstone. . . . St. Francis Products Company to San Francisco office of Emil Brischacher. . . . The Ufford Textile Company to Manternach, Inc.

Folmer Graflex Corporation to Hutchins Advertising Company of Rochester. . . . Hart & Wyle to William G. Seidenbaum. . . . The Wilson line to the Frank Presbrey Company to handle the New York advertising for their new steamer, "State of Delaware." . . . Clipshave, Inc., to Albert Frank—Guenther Law, Inc.

The recently formed Bendix Marine Products Corporation has appointed Roche, Williams & Cunningham, Inc. . . . The Holland America Line to Charles W. Hoyt to handle the 1936 Rotterdam cruise to North Cape and Russia.

AAA or No AAA

The ever-alert *Successful Farming* has issued a spiral bound report with the timely title page, "AAA or No AAA, We'll Still Be Buying." It points out a number of basic reasons why the Supreme Court's AAA decision will have no appreciable effect on the farm markets served

by *Successful Farming*. The report shows a two-year increase of spendable income of 48%, and over the same period an increase in automobile sales of 93%; farm equipment sales, 177%; electric radio sets, 39%; battery radios, 182%; mail order sales, 42%; electric washing machines, 31%; gas-powered washing machines, 205%. "Things look even better for 1936" is the optimistic closing.

Media Notes

Electrical World has started a new bi-weekly news edition which will go to all subscribers on intervening Saturdays between the regular issues. Several monthly magazines have adopted this method during the last year to keep their readers informed of current happenings, and it may

represent a general trend. . . . *The Parents' Magazine* with its February issue has adopted a new typographical dress. . . . A new monthly called the *Automotive Retailer*, edited for buyers and retailers of automotive parts and accessories, has been started by John E. Atkinson, publisher, at 30 East 20th Street, New York. . . . The St. Paul *Daily News* has discontinued its Sunday edition and at the same time has added a minimum of four pages to all issues except Saturday's, to which twelve pages will be added.

McCall's announces that John E. Smith, formerly assistant to the vice-president, has been made Eastern advertising manager, and Oliver E. Everett, who has been a member of the Eastern advertising staff, has been made successor to Mr. Smith as assistant to John C. Sterling. . . . The New



A GROCER'S COUNTER TEN MILES LONG

METROPOLITAN Cincinnati has a huge appetite for good things to eat, spending upwards of \$50,000,000.00 each year to keep its pantries filled with foodstuffs. This tremendous volume of business is done by 2,950 stores (enough to make a grocer's counter ten miles long).

Cincinnati knows its groceries—as a result of the vast volume of such advertising appearing in the *Times-Star*. Foodstuffs advertisers, during 1935, used almost **TWICE AS MUCH** space in the *Times-Star* as in Cincinnati's other Evening newspaper, more than **FIVE TIMES AS MUCH** as in the only Morning newspaper, and almost **THREE TIMES AS MUCH** as in the Sunday newspaper.

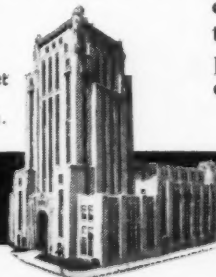
If you want to sell something over Cincinnati's "ten mile counter" the *Times-Star* will do it for you with the biggest city and suburban circulation of any Cincinnati newspaper, and at the lowest cost per unit (milline) rate.

HULBERT TAFT
President and Editor-in-Chief

NEW YORK:
Martin L. Marsh, 60 E. 42nd Street
CHICAGO
Kellogg M. Patterson 333 N. Mich.

CINCINNATI

TIMES-STAR





AT THESE
SEASIDE HOTELS
BUSINESS MEETINGS
HAVE
SMOOTH SAILING

WHETHER it's a small sales conference or a large convention, the co-operation and facilities of Chalfonte-Haddon Hall make it a foregone success—with no city distractions to mar it. Cheerful, modern meeting rooms. Comfortable accommodations and intelligent service. A trained convention manager to relieve you of details. Fine food on both American and European Plans. Special rates for business groups. Leeds and Lippincott Company

Chalfonte-Haddon Hall
ATLANTIC CITY

**Janesville
Bank Clearings
Up 42% in 1935**

Ross Federal report shows results of high pay rolls, only 5% unemployment in No. 1 Test Market, sold only by

**Janesville, Wisconsin
Gazette---WCLO**

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
10th Floor American Bldg., Dayton, O.

York Times announces the promotion of George A. Wells from the financial advertising staff to position as assistant manager of Display Classified. . . . The Macfadden Women's Group announces the addition of Robert S. Gardanier to its Chicago sales staff.

Julian U. Cargill has returned to *Delineator* as advertising director. . . . *Successful Farming* has transferred W. F. Jones from Chicago to New York and R. C. Ferguson from Des Moines to Chicago, both in sales capacities. C. A. Baumgart has rejoined the advertising department of *Successful Farming* at Des Moines. . . . Herbert H. Sternberg has been named national advertising manager of the Hollywood *Citizen-News*. . . . J. J. Doyle, national advertising manager of the Dayton *Journal* and the Dayton *Herald*, has been appointed advertising manager of both these newspapers.

The Jam Handy Picture Service has added two new directors to its staff—William Reinick, formerly production manager for Douglas Fairbanks, and Albert J. Kelley, recently with Columbia and MGM. . . . H. L. Roberts, Jr., has been named head of the Creative Department of Audio

Productions, Inc. . . . Anthony B. Cassidy and C. C. Leininger have joined the staff of Trade-Ways, Inc., as account executives. . . . John O. Emerson, former advertising manager of the New York, New Haven and Hartford Railroad, has been placed in charge of special promotional projects for *Hunting & Fishing* and *National Sportsman* magazines.

Other Agency News

McCann-Erickson has opened two new foreign offices—in Rio de Janeiro and Buenos Aires. . . . James H. Wright, until recently manager of BBDO's Chicago office, has resumed his executive duties in the New York office of the company. . . . James M. Nelson, formerly of Young & Rubicam, has joined the contact department of the Ralph H. Jones Company. . . . C. C. Chapelle has been appointed vice-president in charge of research and merchandising of the H. W. Kastor & Sons Advertising Company. . . . Douglass Doolittle has organized a new advertising agency at 234 South Wells Street, Chicago, with the unusual name of "Salesvertising Associates."

1935 Wholesale Business Increased 11%

Kind of Business	Millions of dollars			Percentage Per	
	1935 Estimated	1934 Estimated	1933 Actual	1929 Actual	of 1929 (1929=100) cent change 1935 over 1934 Estimated Estimated
Total	16,287	14,710	12,997	29,232	56 +11
Amusement and sporting goods	120	110	104	173	69 +9
Automotive products	650	550	438	1,383	47 +18
Chemicals	290	252	229	413	70 +15
Clothing and furnishings	510	476	418	1,104	46 +7
Coal	342	350	318	677	51 -2
Drugs and drug sundries	440	405	352	535	82 +9
Dry goods	965	985	846	1,714	56 -2
Electrical goods	430	330	276	847	51 +30
Farm products—raw materials	1,500	1,400	1,242	3,698	41 +7
Farm products—consumer goods	2,130	1,890	1,600	3,062	70 +13
Farm supplies	270	250	246	568	48 +8
Furniture and house furnishings	250	200	175	495	51 +25
General merchandise	220	197	175	417	53 +12
Groceries and foods	3,700	3,500	3,121	5,387	69 +6
Hardware	460	400	342	715	64 +15
Jewelry and optical goods	134	118	105	380	35 +14
Lumber and building materials	380	295	279	1,225	31 +29
Machinery equipment and supplies (except electrical)	675	540	488	1,188	57 +25
Metals (except scrap)	228	185	161	673	34 +23
Paper and its products	415	382	333	704	59 +9
Petroleum and its products	300	270	236	679	44 +11
Plumbing and heating equipment and supplies	248	165	143	498	50 +50
Tobacco and its products (except leaf)	620	570	526	858	72 +9
Waste materials	340	280	272	472	72 +21
All other products	670	610	572	1,367	49 +10

According to the estimate just completed by S. L. Kedzierski, chief of the Wholesale Trade Sections of the Bureau of Foreign and Domestic Commerce, the year 1935 closed with wholesale trade activities at the highest level since 1931. Wholesalers proper—that is those more or less regular wholesalers who take title to the goods they buy and sell and who are largely independent in ownership—had a 1935 business of \$16,287,000,000. The improvement which has been expanding into all of the chief wholesale distributive trades was extended during the year with the single exception of dry goods and coal.

The most encouraging development of the year is the spread of the improvement in some of the durable goods industries. Wholesalers engaged in the distribution of electrical goods, plumbing and heating equipment and supplies, lumber and building materials, and metals show the greatest sales increases—of 30%, 50%, 29% and 23% respectively, in 1935 over 1934.

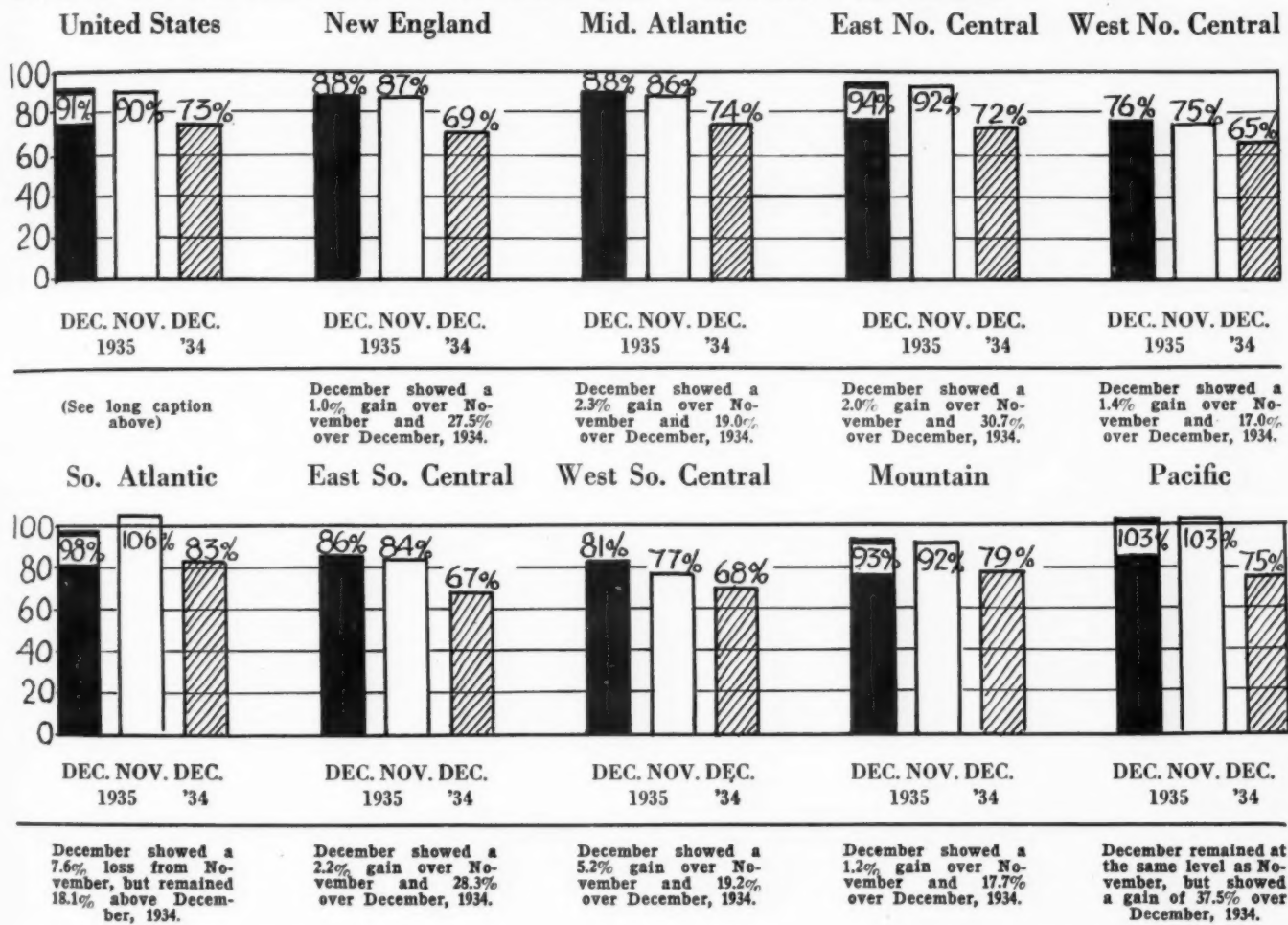
Sales Management's Sectional Index of General Business

(By Geographical Census Divisions. Monthly Average 1923-25 = 100)

BY RAY B. PRESCOTT

(The state of business expressed in terms of percentage approach toward the "normal" average of the years 1923-1925. The horizontal bar represents normal. The designation of districts follows the standard breakdown used by the Bureau of Census. The index numbers used, as determined by Ray B. Prescott, are a weighted composite of bank debits and retail sales.)

UNITED STATES: Business in general in December showed only a 1% gain over November, but reached a level 24.6% above December, 1934. It now seems definitely assured that general recovery is making real strides forward. Not only the automobile industry, which has led the way with a gain of 43.0% in sales over 1934, but building and the heavy goods industries have made substantial progress. This is reflected in the demand for iron and steel which in 1935—and for the first time since 1930—enabled the industry to operate on a profitable basis throughout the year. Every section of the country made substantial advances in December over the same month of a year ago—gains ranging from 17.0% in the South Atlantic states (which had already made large gains in 1934) to 37.5% on the Pacific Coast.



Sound Selling Plans Demand Facts

(Continued from page 135)

sales increases during the past five years which have been the marvel of American business. Any manufacturer within the industry should compare his operation with this average and, if weakness is indicated, take immediate steps to correct it.

It is surprising how quickly such weaknesses can be corrected.

For example, Norge instituted its policy of nation-wide marketing studies in 1933 and one of the weaknesses immediately uncovered was that 67% of Norge dealer volume was coming from store sales and only 33%

from outside selling activity. This was reasonable to expect because of the high percentage of radio dealers who had come so suddenly into the Norge distributive picture. Radio, having magnetic appeal, is the one appliance that has been more often voluntarily bought than others. Dealers, therefore, could safely depend upon more volume from store selling than is possible with other appliances. Correctives were immediately set up and the 1934 Norge marketing study indicated that only 49% of the volume was coming from store selling while 51% was

coming from outside sales activity. In other words, within a single year we were able to correct this fundamental weakness and, in doing so, enjoyed a truly remarkable sales increase.

Table I also indicates a healthy balance between store and outside selling in the washer industry. Electric washers are in their replacement period with a saturation now approximating 50%. Thus, in the past two years, dealers have tended to give up aggressive outside selling for reasons before mentioned and the price trend has been downward, providing margins insufficient to absorb the extra burden of outside selling activity. The depression drove a new class into the



Stay at the Roosevelt. It is readily accessible to any part of Manhattan and in the very center of the mid-town business district. Roosevelt service is quiet yet swift and efficient. Folks tell us that our rooms make grand offices, and many of our local friends take one by the day, just to get away from their own telephone and finish up a pressing job.



[196]

market who took to home laundering as an economical move, and will probably continue the practice only so long as their incomes are depressed.

Back of this new class, however, is the great wage earning class who recognize the washer as a necessity but who have held back its replacement during depression years because of income penalties. Nearly 3,000,000 of the washers in use before 1930 should be replaced. With the piled up replacement that has been deferred, the washer industry faces a re-expansion sales potential which should encourage those dealers who have given up outside selling to renew it now, since 30% of the housewives interviewed showed buying interest in a new washer in 1936.

The foregoing table, on the other hand, shows an unhealthy balance for the kitchen range industry between store and outside sales. This industry has been long in its replacement period, with a saturation of about 67%. Further, the industry is plagued by traditional methods, peculiar distributive practices, and the sectional diffusion of dominance of manufacturers. However, after waiting for years for some enlivening influence that would stir the average housewife's active wish to replace her old-fashioned and ugly kitchen range, now the widespread ownership of electric refrigeration has stirred a new interest in kitchen beautification to the point where 37.7% of the housewives interviewed declare an active interest in a new kitchen range in 1936.

How Stoves Must Be Sold

In other words, this industry now faces a re-expansion cycle which calls for outside selling activity along appliance lines. There is no reason why the gas range cannot be sold by the same direct specialty resale methods as a refrigerator or washer. Alert merchants, in recognition of this, and suddenly awakened to unrecognized opportunities, will organize outside selling activities and gain great sales increases from them.

Last, Table I indicates a relatively good balance between store and outside selling for electric ironers. This is a new product, with a saturation position of about 5%, still in its pioneering period and suffering from lack of general education to the need for electric ironers. Since no individual manufacturer is willing to appropriate huge advertising sums to carry on this general education, the responsibility is largely in the hands of the retail salesman, who should preface his presentation with such arguments.

However, it is apparent that the average housewife during the past four years, even though she has not bought, has been an avid student of the benefits of electric ironing, for in our survey among these thousands of housewives, we found an active buying interest in 1936 of 40.3%. Thus the ironer, even though still in the pioneering period, holds a degree of public interest that will make outside selling profitable. This is so particularly since it is realized that the demonstration and trial of an ironer, involving a new ironing process, is of great educational interest to the housewife.

Now, from the standpoint of various distributive factors involved in the distribution of these four appliances, let me give you the percentages of store and outside selling activity which again permits comparison within any individual manufacturer's operation. From this diagnosis he can measure whether his dealer operation is set up for proper sales increases.

Table II
Average Dealer Volume Flow
for Refrigerators

Type	From Store Selling	From Outside Selling
Multi-dealers	58.9%	41.1%
All dealers	50.9	49.1
Norge dealers	42.2	57.8
Average dealers of five leading manufacturers	43.7	56.3
Dealers of all other manufacturers	61.3	38.7

Since the electric refrigeration industry is well into its expansion cycle, with saturation of relatively 38% at present, there is an even greater need for an over-balance of outside selling activity. It is safe to estimate that the healthiest condition for manufacturers at present is to have their dealers getting 40% from store sales and 60% from outside sales.

In the above table, it is shown that the balance of volume for multi-dealers (reflecting largely the operation of large volume outlets such as department stores) is largely from store selling. This is as expected. In lieu of outside selling activity, they resort to heavy advertising and promotions of various kinds. However, it is questionable whether this is a good substitute for outside selling activity and indicates that the neighborhood dealer, through outside selling activity, can provide real competition for them.

The average of all dealers is shown to be on a 50-50 basis, indicating, as has been said, a healthy condition. The



"Our customers never ask for it . . ."

Something's wrong! There may be a half dozen scattered territories where you don't get the sales you ought to. Every reason you or your salesmen can offer fail to give the answer. Right there, reach for the phone and call in Ross Federal. Those six territories may be scattered from Florida to Oregon, but you'll get the facts back in a week or ten days, complete. Then you'll know JUST what has to be done. Many of our clients have found that this procedure brings to light a simple solution which puts red territories into the black. Probably won't cost you much more than the train fare into a territory either, depending on what you want to know.

Do you get "Spot News" which reports currently what is going on in big and small town markets? It's yours for the asking.

ROSS FEDERAL RESEARCH CORPORATION

EXECUTIVE OFFICES: 6 EAST 45th STREET, NEW YORK, N. Y.

A few of our clients: Badger, Browning & Hershey, Inc.; Thos. J. Lipton, Inc.;
Morris, Windmuller & Enzinger, Inc.; Standard Oil Co.; Liberty Magazine

31 BRANCHES • 3700 BONDED FIELD REPRESENTATIVES • 380 MOTORIZED SUPERVISORS



THE STEVENS World's Largest Hotel CHICAGO

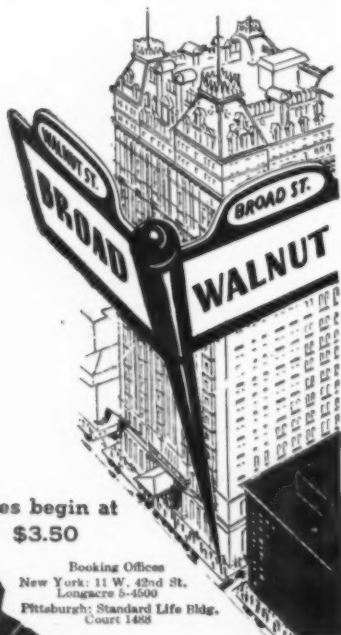
Like European hotels of great repute, The Stevens is just outside the noisy central business district—yet but a few steps to wherever one wants to go in Chicago. Rooms with bath from \$2.50.

DINE SMART—THE CONTINENTAL ROOM

In the heart of Philadelphia . . . socially, commercially and geographically.

BELLEVUE STRATFORD

CLAUDE H. BENNETT, General Manager



Rates begin at
\$3.50

Booking Offices
New York: 11 W. 42nd St.
Longacre 5-4500
Pittsburgh: Standard Life Bldg.
Court 1408

To an Overworked Executive

You wish you had time to build a new sales manual, plan a new direct mail campaign, leave your desk for a week in New England, inaugurate a real sales training program. But you are only one man and far too busy now. You could profitably use this advertiser as your assistant or Sales Promotion Manager. He has new, proven plans for sales manuals that are actually used, sales training programs that bring results. He can plan and execute your advertising. He is a strong personal salesman and an able sales correspondent. 30 years old, Protestant, married, university graduate, aggressive and intelligent, he is definitely a good investment. Write Box 460, Sales Management, 420 Lexington Ave., New York, N. Y.

PHOTOSTATS
COMMERCE PHOTO-PRINT
CORPORATION
1 WALL STREET
233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Digby 4-9135-6-7-8

Write for samples of our
20 week campaign for
stimulating salesmen

SALES MANAGEMENT
420 Lexington Avenue
New York City

average for Norge dealers indicates the progress we have made in encouraging our dealers to a 40-60 operation.

Peculiarly, one of the reasons why any manufacturer becomes a leader in his industry, providing it is in an economic phase that requires outside selling activity, is that he has recognized this and encouraged his dealers to operate on this basis. For example, dealers serving the five leading manufacturers in the refrigerator industry show a much healthier balance of outside selling activity in the foregoing table than do those manufacturers, shown in the column "all others," who have not been successful in climbing to a position among the leaders.

How Other Appliances Sell

On the basis of this same reasoning, I give you the data concerning store and outside selling for other appliances in the following table and you can draw your own deductions.

Average Dealer Volume for Washers

Type	From Store Selling	From Outside Selling
Multi-dealers	59.1%	40.9%
All dealers	50.8	49.2
Norge dealers	36.6	63.4
Dealers of five leading manufacturers	41.2	58.8
All others	56.2	43.8

Average Dealer Volume Flow for Ranges

Type	From Store Selling	From Outside Selling
Multi-dealers	69.4%	30.6%
All dealers	63.0	37.0
Norge dealers	56.7	43.3
Dealers of five leading manufacturers	61.4	38.6
All others	61.4	38.6

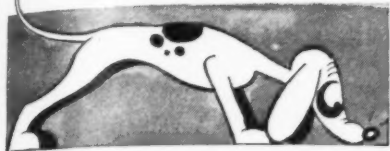
Average Dealer Volume Flow for Ironers

Type	From Store Selling	From Outside Selling
Multi-dealers	60.8%	39.2%
All dealers	53.4	46.6
Norge dealers	39.6	60.4
Dealers of five leading manufacturers	44.0	56.0
All others	56.9	43.1

Nothing is more important to insure than that the dealer organization is maintaining a correct balance of volume flow from store and outside selling activity. I hope that in providing these data we have contributed something to an improvement of distributive practices in these industries.

SALES MANAGEMENT

Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

How Foot Saver Shoes Upped Sales 27%, Told by C.B.S.

Increased sales resulting from broadcast advertising, authenticated by comparison with non-radio-influenced territories, is the theme of Columbia's latest promotion study. It is the case history of the advertising of the Julian & Kokenge Co. (Foot Saver shoes), reported in the best detective-fiction fashion under the title, "The Case of the Curious Footprints." Skipping the development of the case (which, however, the reader of the book will not be content to do) and coming to the conclusion, we report these findings: A 15-minute, once-a-week daytime "low cost" radio program, selling a high-grade product—a style product, if you please—sent people into exclusive (one-to-a-territory) stores. For a net increase in Columbia Network territories of 27% over all other territories. To illustrate the selling strategy of the radio program, better known as "Musical Footnotes," a complete script of the advertising appeal used in a typical program is given. It illustrates excellent use of power words well and pleasantly applied to sharpen the interest of listeners. Copies available on request to Victor M. Ratner, Columbia Broadcasting System, 485 Madison Avenue, New York City.

When writing, ask to be put on the list to receive the new CBS quarterly digest of important speeches, debates and symposiums. "Talks"; first issue in January, reports such important international commentators as Bernard Shaw, Gilbert K. Chesterton, Admiral Wm. S. Sims, Newton D. Baker and Raymond Gram Swing.

ANPA Surveys 340,322 Homes for Buying-Reading Habits

What people read, in relation to what they have and what they buy—knowledge vital to effective advertising—is revealed in an exhaustive study of newspaper and magazine circulations just published by the Bureau of Advertising of the A. N. P. A. Entitled "Looking Into a Million Homes," the study is based on consumer interviews in fifteen representative cities. R. L. Polk investigators canvassed 340,322 families, and as a further check on the projections based on a 5% home canvass of thirteen of the cities, an intensive survey reaching 75% of the homes was conducted in two cities. As further indication of the validity of the deductions, comparisons made with findings of the Census Bureau showed almost identical figures on home ownership, and possession of vacuum cleaners and electric washing machines. Specifically, the study shows that in these cities, which represent a total market of two billion dollars, 47% of the families own their own

homes, 49.6% own automobiles, 51.9% have telephones, 42.3% own electric washers, 15% have electric refrigerators, 50.3% own vacuum cleaners, and 41.3% have savings accounts. As for reading habits, the findings indicate that 87.5% of the families are reached by the 35 daily newspapers published in the fifteen cities, or taking one newspaper to a city, 60.1% of the families. Further breakdowns show the coverage of home, telephone, car owners, etc., by the newspapers. To establish a comparison with other advertising media, coverage is shown for seventeen magazines which receive from 85% to 90% of all magazine advertising appropriations. A total of 1,364,100 copies going into these fifteen cities boils down in the actual check of homes to 472,420 homes, or 47.6% actual home coverage. From this point on the study develops comparisons of newspaper vs. magazine coverage of the consumers as shown by their ownership of the aforementioned products, costs of newspaper and magazine advertising in these markets on a comparable non-duplicating line and milline basis, and the advantages of a combination of fifteen newspapers and five selected magazines, on a cost and coverage basis. Copies of the study will be furnished executives of national advertising organizations and their agencies, on request to William S. Thompson, Dir. Bureau of Advertising, A. N. P. A., 370 Lexington Ave., New York City.

Orchids to the Unsung Pioneers of Printing

Discussions among advertising men in New York and Chicago have so frequently come around to the fine qualities of a promotion booklet on the "Discoveries and Inventions thru the ages that have Made Today's Fine Printing Possible," by Kim-

berly-Clark, that we are glad to list it here as one of the very worth-while publications of 1935. For sales as well as advertising executives it is valuable as illustrating an excellent follow-through for a well conceived sales campaign. In the main, it is a collection of color advertisements for Kleerfect paper, as published in business journals, to which are added historical data which make the volume worth preserving by those who value the finer points of printed salesmanship. Copies, if still available at this writing, to executives, on request to Frank L. Blake, Kimberly-Clark Corp., 8 South Michigan Avenue, Chicago.

"Candid Camera" Presents Bakery Industry in Action

Can the new and interesting "candid camera" technique be used to sell an industrial—or any other type—market? What possibilities does it offer for promotion of a different type—visual, dramatic, dynamic? An answer to this interesting question is provided by *Bakers Weekly* in a handsome new brochure entitled "Industry in Action—or Thru the Bakery with the Candid Camera." Here are realistic close-ups of machines in motion, the flying hands of bakery workers, bread and cake in the actual, everyday making. Presented in this fashion, the photographs aim to show a convincing picture of the market, its complex operating routine, and its transition from a hand trade to a machine industry. Study of the book by executives interested in the industry cannot help, we believe, but give an unusual feeling of understanding of many of the problems of the field. And to other executives, the book should be a valuable mine of ideas for similar presentation of their products or fields. Copies available, while they last, on request to F. S. Bamford, *Bakers Weekly*, 45 West 45th Street, New York City.

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.
Classified Rates: 50c a line of seven words; minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 26 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

POSITION WANTED

AVAILABLE—A MAN WHO KNOWS HOW TO SELL CANADIANS

Canadian-born sales and advertising executive with eleven years experience United States in advertising, selling, sales promotion, merchandising, would be good man help sell your goods to Canadians. Understands U. S. business methods, also knows his Canucks. Make excellent lieutenant to busy sales manager. Knows advertising media, dealer helps, supervision of salesmen from

bottom up. Age thirty-two, educated, versatile, employed, references, go anywhere, reasonable salary. Write Box 458, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

BUSINESS OPPORTUNITY

MANUFACTURERS DESIRING to enter the Detroit and Michigan market or enlarge their present activities are invited to investigate our company. We are a well-established firm doing business as Manufacturers' Agents, have an efficient and well-staffed office and sales force, modern warehouse and distributing facilities. We now represent some of the largest manufacturers in the country. If you are interested in such a connection, either on a commission or jobbing basis, write to Box 459, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALESMAN WANTED

SALESMAN WANTED—to sell and merchandise a nationally advertised product distributed through dairies. Must be capable of lining up local franchises in advance of season, then planning promotions, handling meetings of routemen, etc. We give you the finest product in its field, backed up by a complete sales and promotion program. Applicants must have car. Write Box 457, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER

Comment

WIRE YOUR SENATORS AND CONGRESSMAN: The 1935 Census of American Business will be handicapped and restricted by lack of money unless business men do something about it. The schedule of the new Census is a great improvement over what was done in 1929 and 1933. Perhaps the most striking improvement is the inclusion of commodity sales data. The other surveys have given break-downs by kinds of stores, and while the information was valuable and useful, it left much to be desired. . . . Drug stores, for example, sell a wide variety of merchandise and the compilation of sales by drug stores therefore gives us scanty information about the sale of drugs. Department stores, on the other hand, have drug and cosmetics departments, as do variety stores. The schedule being used by field workers contains several pages for commodity data. . . . Congress authorized a definite appropriation for the Census and specified that the work be done by WPA workers. Incidentally, this is the reason why the headquarters of the Census are not in Washington. There is no unemployment situation in Washington! The budget for the Census was prepared under the then-existing scales of hours of work and rate of pay for WPA workers, but since that time the hours of work have been cut down and the pay increased. The net result is that the Bureau of the Census lacks sufficient funds to carry out their plans—plans which incidentally have been developed with the cooperation of business men and are comprehensive and practical. . . . The field work will be done according to original schedule, but the budget insufficiency may prevent the Department of Commerce from tabulating and publishing much of the valuable material which is being accumulated. Of course, it may be published eventually, but business wants the information promptly. . . . If you are interested in the 1935 Census of Business—and you should be—you should write to your congressman and your senators and drive home to them the importance to business and to the general welfare of the country of early completion and distribution of the Census material. Congress will be asked for an additional appropriation. There is an economy wave in administration circles at the present time. It is very doubtful that the appropriation will be granted unless you impress senators and congressmen with the value and importance of the Census of Business.

CLOSED LISTS, CLOSED MINDS: Frequently in informal discussion with sales executives about their advertising problems, we hear this comment: "We heard a fine presentation by the *Gazette-Herald* the other

day, and I think space in it would be a good buy for us, but our lists are closed for this year." . . . We believe that any manufacturer who thus cuts himself off from the opportunity of investing in additional good space values as they develop from time to time, by making the administrative structure of his advertising plan so rigid, is putting himself at a disadvantage with competitors who operate on a more flexible basis. Media people are spending thousands to give space users more accurate and more detailed pictures of markets, and they are constantly uncovering new values in circulation, new ideas in appeal, new wrinkles in merchandising to their specific audiences, which, if properly used, can be turned into more sales or sales at a lower cost. Why let such values lie uncaptured? . . . Because as many as five to ten different executives may share the responsibility for advertising expenditures and okay of lists, it is, of course, easier for them to fight the thing out during one month of the year and cross it off as finished business, rather than to discharge the responsibility for making periodical additional appropriations to meet specific current market conditions or to consider the merits of media whose suitability previously may not have been established. It's so much easier to say, "The list is closed" than it is to exert the mental effort to weigh and appraise any medium with which their previous contacts may have been limited or lacking altogether. . . . We believe every appropriation should be so set up that there is some provisional fund available which can be drawn upon at will for investment in values which may, for any reason, have been overlooked when original schedules were passed, or in media for reaching additional markets which may suddenly become active. This is especially true as applied to purchases of newspaper space where peculiar local conditions in spending power may develop almost over night and thus make those markets highly desirable for immediate pressure. . . . The extremely fluid condition of markets the country over means that sales executives must be in a position to shift the strategy of battle to follow buying trends. The cut-and-dried advertising budget equipped with no element of elasticity hampers them in doing this. Markets will expand this year, and the release of bonus money, the expected revival of interest in residential building, the improved dividend rates, and various other factors may justify even greater sales and advertising expansion before the end of the year than any now contemplated. Keep your budgets, both for men and media, in condition to meet this trend when and if it arises. This looks like a year when frequent short special sales drives will be popular and productive.

Ray Bill